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This study involves all distributive education state supervisory and teacher education personnel in the United States, 48 distributive education teacher coordinators, and 400 distributive workers at the entry, supervisory, and management levels. This document, Volume III, includes the critical tasks, competencies needed to perform the tasks, and a cross tabulation of competencies needed by workers in selected categories of food stores, service stations, and wholesaling. Volume II (VT 005 974) and Volume IV (VT 005 976) include the same information for the areas of department stores, variety stores, hotels-motels, and restaurants. Volume I (VT 005 973) includes a philosophy of distributive education, the critical tasks of the high school distributive education teacher coordinator, the professional competencies needed to perform the critical tasks, the technical competencies needed to develop identified competencies of selected distributive workers and a cross tabulation of competencies needed by selected distributive workers. Volume V (VT 009 085) includes final reports of Phases II and III of the study. (MM)

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A COMPETENCY PATTERN APPROACH to CURRICULUM CONSTRUCTION in DISTRIBUTIVE TEACHER EDUCATION

Final Report of Research Project

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By

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December 31, 1967

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PREFACE

The report of the research project, "A Competency Pattern Approach to Curriculum Construction in Distributive Teacher Education," is presented in four volumes.

Volume I includes a Philosophy of Distributive Education, the Critical Tasks of the High School Distributive Education Teacher-Coordinator, the Professional Competencies Needed to Perform the Critical Tasks, the Technical Competencies Needed to Develop Identified Competencies of Selected Distributive Workers and a Cross-Tabulation of Competencies Needed by Selected Distributive Workers. This volume also includes a selected bibliography, samples of inquiry forms, additional statistical ayalyses and profiles of participants in the study.

Volumes II, III and IV include the Critical Tasks of Selected Distributive Workers, Competencies Needed to Perform the Tasks, and a Cross-Tabulation of Competencies Needed by Workers in Selected Categories of Business. Special recognition is due to O. Rebecca Hawkins, Assistant Project Director, for the painstaking work she did in developing the materials for these volumes. The volumes are organized as follows:

Volume II :	Department Stores Variety Stores
Volume III:	Food Stores Service Stations Wholesaling
Volume IV :	Hotels/Motels Restaurants

Research workers who are concerned with curriculum research regarding teacher education will find Volume I to be of particular interest.

Curriculum workers concerned with high school, post secondary and adult distributive education curriculums will find the data in Volumes II, III and IV to be helpful. For a complete report of the methods used in obtaining the data included in these volumes and for concepts and generalizations concerning marketing and economics, the reader should refer to Chapter V, Volume I.

FOOD STORES

CRITICAL TASKS IN SELECTED JOBS

COMPETENCIES REQUIRED TO PERFORM THE TASKS

COMMON CORE OF COMPETENCIES

CHAPTER IX

CRITICAL TASKS AND COMPETENCIES IN THE FOOD STORE CATEGORY

Purpose: The specific purpose of this part of Step IV of the research study, "A Competency Pattern Approach to Curriculum Construction in Distributive Teacher Education," was to determine the critical tasks required by distributive workers in the food store category and to determine the competencies needed to perform these tasks.

DESIGN OF THE STUDY[20]

As explained in Chapter V, Volume I, the critical tasks performed by workers in 8 selected jobs in the food store category were identified through structured interviews with the employee whose job was being studied and with the supervisor of this employee. The interviews were conducted in Richmond, Roanoke and Wytheville, Virginia. In most cases, two interviews regarding each job were conducted in each of the three cities. A Food Store Advisory Committee assisted in identifying entry jobs and jobs in two steps of a possible career continuum. The Two-Step Career Continuum is on page 632. The Advisory Committee also reviewed the items in the pre-coded Interview Guide, a sample of which is in Appendix B, Volume I.

A tentative list of competencies needed to perform the identified critical tasks was drawn from the literature and from discussions with authorities in food store operation. This list was evaluated by paired distributive specialists - one member from the Food Store Advisory Committee and one distributive education teacher educator with specialization in the food field. These distributive specialists also evaluated the selection of jobs which seemed to require the competency.

ANALYSIS AND INTERPRETATION OF THE DATA

Critical Tasks: In Tables 193 through 221 the responses of supervisors and employees in selected food stores are given. In instances where a majority of respondents indicated that they never performed a listed task, that task was deleted. Tasks that were added to the list of tasks on the pre-coded Interview Guide are listed below each table. These additional tasks were not submitted to other respondents, but were discussed with the distributive specialists who served on this part of the research and were considered in developing needed competencies.

The data are organized in this way: Specific job duties and related job duties (tasks related to display, stock, advertising and customer contacts) are provided for each of the 8 jobs in Tables 193 - 208. Data concerning in-store contacts, out-of-store contacts, supervisory responsibilities and equipment and materials are provided in Tables 209 - 212. The reader should refer to the Two-Step Career Continuum, page 632, for job titles to which the job numbers in the tables correspond. Competency clues regarding merchandise knowledge and store policies and procedures are given on pages 682 - 683. Workers who indicated the need for these competencies are identified by job number under each category.

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[20] See Chapter V, Volume I, for a complete explanation of the procedures used in Step IV.

Competencies: Competencies needed to perform the critical tasks are organized into nine areas: advertising, communications, display, human relations, mathematics, merchandising, operation and management, product and/or service technology and selling. Knowledges and understandings, skills and attitudes are presented under each of the nine areas. Job numbers of workers who need the competency are given below each competency. The reader should note that the job number for the grocery clerk and produce clerk are the same and the number for the head produce clerk and the head grocery clerk are the same. In addition to the above competencies, it is assumed that in order to enter and advance in a distributive occupation workers need an understanding of basic concepts concerning marketing and economics. Some basic concepts and generalizations concerning marketing and economics are included in Chapter V, Volume I.

Core of Competencies: Tables 213 - 221 give a cross-tabulation of competencies needed by workers in the food store jobs included in the study. The clusters of competencies show a common core of competencies needed by a number of workers. The reader should refer to the list of competencies, pages 684 - 737, to identify the competency to which a competency number corresponds. For example, knowledge (area of merchandising) competency # 3, found on page 710, reads, "Knowledge of federal and state laws applicable to pricing." This competency is considered necessary for job number 16, assistant manager and job number 22, store manager, as shown in the Two-Step Career Continuum, page 632. The reader will note that there are some missing competency numbers in the list of competencies. This is due to the fact that competencies required of all 70 jobs included in the study are numbered consistently throughout the study. If a certain competency is not needed by workers in food stores, that competency is omitted in the food store competency list, but will appear in other lists. This numbering scheme was used to facilitate cross-tabulation of competencies in the seven categories of business, as presented in Tables 30 - 38, Volume I.

FOOD STORE TWO-STEP CAREER CONTINUUM

	Entry		First Step		Second Step
4	Grocery Clerk	3	Head Grocery Clerk	16	Assistant Manager
4	Produce Clerk	3	Head Produce Clerk		
19	Checker	21	Head Cashier	22	Store Manager

TABLE 193

JOB TITLE: GROCERY CLERK
JOB NUMBER: 4
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond				Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	S	E	
1	1	1	1	1	1	1	1	1. Assists customers in locating merchandise
1	1	1	1	2	2	1	1	2. Refers customers complaints and requests to manager
1	1	1	1	1	1	1	1	3. Bags groceries and assists customer out of store
1	1	1	1	1	1	1	1	4. Gathers merchandise from stockroom for stocking of dry groceries
1	1	1	1	1	1	1	1	5. Checks inventory on shelves to determine items needed from stockroom
1	1	1	1	1	2	1	1	6. Cuts or opens full cases of merchandise for price marking
1	1	1	1	3	2	1	1	7. Price-marks dry groceries by using price catalog
1	2	1	2	3	2	1	1	8. Price-marks groceries by using invoice copies from the warehouse
1	1	1	1	1	2	1	1	9. Stamps price on each item of merchandise using price stamper
1	1	1	1	1	1	1	1	10. Places priced items on shelves where needed
1	1	1	1	1	1	1	1	11. Disposes of empty cartons by burning them, wrapping them in bundles for salvage or throwing them on refuse pile
1	1	1	2	1	1	1	1	12. Puts empty cartons in designated area near check lanes for customer use
1	1	1	1	2	1	1	1	13. Blocks and faces dry groceries on shelves for better sales presentation
1	1	1	1	1	1	1	1	14. Cleans shelves and dusts stock of groceries
1	1	1	1	2	1	1	1	15. Changes any incorrect prices on grocery items
1	2	1	2	2	1	1	1	16. Makes price changes on grocery items on direction of supervisor
2	2	1	2	2	2	2	2	17. Builds displays of featured items in designated areas, such as end of aisle, center of aisle and the front of the store as directed by supervisor
1	2	1	2	2	2	2	2	18. Uses stacking technique, dumping technique or cut-case technique to build displays
2	2	1	1	1	2	2	2	19. Gathers merchandise from stockroom for building of displays
3	2	3	2	2	2	2	2	20. Paints and letters signs for displays
2	2	2	3	2	2	2	2	21. Places special promotional material on displays and windows
2	2	2	2	2	2	2	2	22. Dismantles displays and puts merchandise on grocery shelves or in stockroom

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 193 (continued)

JOB TITLE: GROCERY CLERK
JOB NUMBER: 4
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond				Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	S	E	
1	1	1	1	1	1	2	2	23. Rotates coded items on grocery shelves so that older merchandise is sold first
1	2	2	1	1	2	2	2	24. Rotates coded cases of merchandise in stockroom so that older cases are brought to the salesfloor first
2	2	1	2	2	2	1	1	25. Unloads warehouse truck and places grocery items in proper stockroom position
1	1	1	2	2	3	1	1	26. Disposes of damaged or spoiled merchandise as directed by supervisor
1	1	1	2	2	2	1	1	27. Checks warehouse deliveries for proper quantities and items
1	1	1	1	1	1	1	1	28. Acts as cashier when assigned
2	2	1	2	2	3	1	1	29. Sorts and racks beverage bottles
2	2	2	2	2	2	1	3	30. Unloads and checks dairy and frozen food deliveries
1	1	1	1	2	2	3	3	31. Inspects refrigeration cases for correct temperature
1	2	1	1	2	2	1	1	32. Sweeps, mops, waxes and buffs floors in grocery area
1	2	1	1	2	1	2	2	33. Reports pilferage or theft to manager or security officer
2	2	2	2	2	2	2	2	34. Arranges and marks stockroom merchandise for physical inventory
1	2	2	1	2	2	2	1	35. Checks pricing of merchandise using price book
2	2	2	2	2	3	2	2	36. Cleans dairy, frozen food and ice cream refrigeration cases
1	2	2	2	2	2	3	3	37. Attends store meetings

TASKS ADDED BY INTERVIEWEES:

1. Makes bank deposits
2. Helps close the store
3. Performs some daily and weekly bookwork
4. Sees that merchandise is stocked at night
5. Rotates bakery products daily
6. Stays on the alert for broken or spilled items on the floor or on shelves and removes them quickly
7. Keeps stockroom neat

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 194

JOB TITLE: GROCERY CLERK
JOB NUMBER: 4
RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond				Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	S	E	
2	1	1	1	2	2	2	2	1. Gathers products or merchandise from salesfloor or stockroom for displays
2	2	2	2	2	2	2	2	2. Sets up department displays of merchandise
2	2	2	2	2	2	2	2	3. Sets up department displays of sale items or specials
2	1	1	1	1	1	1	1	4. Sets up merchandise on shelves or floor attractively and neatly
2	2	2	2	2	2	2	2	5. Returns display merchandise to stock
2	2	1	1	2	2	3	2	6. Coordinates displays of advertised and featured merchandise
1	1	1	1	2	2	1	2	7. Cuts cases for display
1	2	1	1	1	2	2	2	8. Puts shelf price tags in moldings
2	2	2	2	2	2	2	2	9. Makes, paints and puts up display signs
2	2	2	2	2	2	2	2	10. Puts up pre-made signs on displays
2	2	2	3	2	2	2	2	11. Puts signs in windows
2	2	2	2	2	2	2	2	12. Stores display materials
1	1	2	2	1	3	2	2	13. Calls customer's attention to displays of specials
2	2	2	2	3	3	2	2	14. Locates displays in best traffic areas
1	1	1	1	1	2	1	1	15. Trims stock for better appearance

TASKS ADDED BY INTERVIEWEES:

1. Orders some display props or fixtures

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 194 (continued)

JOB TITLE: GROCERY CLERK
JOB NUMBER: 4
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond				Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	S	E	
1	1	1	1	1	2	1	1	1. Tickets or marks stock
1	1	1	1	1	1	1	1	2. Checks shelves for depleted stock and fills in
1	2	2	1	1	1	1	1	3. Checks stockroom for depleted stock and fills in
1	2	2	1	2	1	1	1	4. Rearranges stock on salesfloor
1	1	1	1	1	1	1	1	5. Keeps stock in stockroom organized and accessible
2	2	2	2	2	2	2	1	6. Takes stock counts
3	2	2	3	2	3	2	1	7. Supervises stock counts
2	2	2	3	2	2	2	2	8. Reorders from stock counts
2	2	2	3	2	3	2	2	9. Corrects stock control books from stock counts
1	2	1	2	2	1	1	1	10. Changes prices on stock, marking up or down according to price changes
1	1	1	1	1	2	1	1	11. Checks on and inspects stock for damages, shortages, spoilage and breakage
1	1	1	1	1	2	2	1	12. Rotates stock on selling floor and in stockroom for best sales
2	2	1	2	2	1	1	1	13. Unloads trucks
2	2	2	1	3	2	2	2	14. Orders products or merchandise upon repeated customer requests
2	2	1	2	1	1	1	1	15. Checks in stock received and places in stockroom or on selling shelves
1	1	1	1	1	1	1	1	16. Cleans and dusts stock

TASKS ADDED BY INTERVIEWEES:

1. Keeps aware of best-selling products to order or restock

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 194 (continued)

JOB TITLE: GROCERY CLERK
JOB NUMBER: 4
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond				Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	S	E	
2	1	1	2	1	3	3	3	1. Supplies customers information on advertised items
2	2	1	2	2	1	3	3	2. Highlights advertised items on shelves in the department
2	2	2	2	1	3	3	3	3. Informs store employees about advertised merchandise
1	1	2	2	1	1	3	3	4. Reads own and competitor's newspaper ads
2	2	2	2	2	3	3	3	5. Posts current ads in heavy traffic areas in store

TASKS ADDED BY INTERVIEWEES:

1. Makes sure advertised price is marked on merchandise
2. Separates ad merchandise from regular stock so that it can be restocked quickly

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 194 (continued)

JOB TITLE: GROCERY CLERK
JOB NUMBER: 4
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond				Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	S	E	
1	1	1	1	1	1	1	1	1. Gives customers directions
1	1	2	2	3	2	1	1	2. Adjusts customer's complaints and grievances
3	2	3	3	2	3	2	2	3. Gives demonstrations or cooking instructions
3	2	3	2	3	3	1	1	4. Supplies customer with information by telephone
2	2	1	1	1	1	1	1	5. Carries grocery bags to car for customer
3	1	1	1	3	3	1	1	6. Make refunds
2	1	2	2	2	3	1	1	7. Authorizes checks

TASKS ADDED BY INTERVIEWEES:

1. Serves customer during checkout procedures at cash register
2. Obtains merchandise from stockroom for a customer if it is not on display on selling floor

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 195

JOB TITLE: HEAD GROCERY CLERK
JOB NUMBER: 3
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Makes work assignments for grocery clerks
1	1	2	2	1	2	2. Evaluates performance of grocery clerks
1	1	2	2	1	2	3. Promotes a team effort on the part of the grocery department staff
2	2	1	2	1	2	4. Recommends scheduling requirements to store manager
1	2	1	2	1	1	5. Writes orders for grocery department
2	3	3	3	2	2	6. Gives completed inventory order of grocery department to store manager
1	3	1	2	2	1	7. Supervises and participates in unloading grocery warehouse trucks
1	1	2	2	1	1	8. Supervises and participates in the cutting of cases and price-marking of grocery merchandise to be stocked on shelves
2	1	2	2	1	1	9. Checks all warehouse and direct-store deliveries as they are delivered to the store
1	1	2	2	1	1	10. Assigns to grocery clerks their particular sections to stock
1	1	1	1	1	2	11. Supervises proper care of the stockroom
1	1	1	2	1	2	12. Supervises the cleaning of shelves and floors in grocery department
2	2	1	2	2	1	13. Reports malfunction of refrigeration and grocery department equipment
2	1	1	2	1	1	14. Sorts and stores damaged or spoiled goods for pickup by vendors
1	1	2	2	1	1	15. Supervises price changes in grocery department as itemized by store manager
1	1	2	2	1	2	16. Assigns and participates in the building of displays for the grocery department in accord with the display plan prepared by store manager
1	2	1	2	2	1	17. Reports pilferage or theft to manager or security officer
1	2	2	2	1	2	18. Supervises the dismantling of displays
1	2	1	1	1	1	19. Reports out-of-stock conditions and late deliveries of grocery stock to store manager
1	1	1	1	1	1	20. Assists customers in locating merchandise
1	2	1	1	1	1	21. Refers customers complaints and requests to manager

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 195 (continued)

JOB TITLE: HEAD GROCERY CLERK
JOB NUMBER: 3
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	2	2	1	1	1	22. Bags groceries and assists customer out of store
1	2	2	2	1	2	23. Acts as cashier when assigned
2	1	2	2	1	1	24. Maintains a section of stock in the grocery department
1	1	1	2	2	1	25. Assists in the training and orientation of all grocery clerks
1	2	2	2	1	1	26. Advises store manager on turnover of grocery items
2	2	2	1	2	2	27. Prepares stockroom and grocery area for inventory
2	2	2	2	2	2	28. Attends store meetings and makes recommendations on grocery promotion plans
1	2	1	2	1	1	29. Runs random check on prices and allocation of space on grocery items
1	1	2	2	1	1	30. Checks grocery department for proper rotation of merchandise
1	2	2	2	1	2	31. Supervises and assists in scheduled cleaning of refrigeration equipment in grocery department

TASKS ADDED BY INTERVIEWEES:

1. Acts as store manager in his absence

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* "S" indicates the supervisor of the employee whose job was selected for study; "E: indicates the employee in the job selected for study.

TABLE 196

JOB TITLE: HEAD GROCERY CLERK
JOB NUMBER: 3
RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	2	1	1	1	1	1. Gathers products or merchandise from salesfloor or stockroom for displays
1	2	2	2	1	2	2. Sets up department displays of merchandise
1	2	2	2	2	2	3. Sets up department displays of sale items or specials
1	1	1	1	1	1	4. Sets up merchandise on shelves or floor attractively and neatly
1	2	2	2	2	1	5. Returns display merchandise to stock
1	2	2	2	2	2	6. Coordinates displays of advertised and featured merchandise
1	2	2	2	2	2	7. Cuts cases for display
1	2	2	2	1	2	8. Puts shelf price tags in moldings
1	2	2	2	1	2	9. Makes, paints and puts up display signs
1	2	2	2	1	2	10. Puts up pre-made signs on displays
1	2	3	2	1	2	11. Attractively wraps and packages products for most effective displays
2	2	3	2	2	2	12. Puts signs in windows
1	2	2	2	2	2	13. Stores display materials
1	2	3	2	1	1	14. Calls customer's attention to displays of specials
3	2	2	2	2	2	15. Schedules vendors and manufacturer representatives to build special displays
1	2	2	2	1	2	16. Locates displays in best traffic areas
1	2	2	2	1	1	17. Trims stock for better appearance

TASKS ADDED BY INTERVIEWEES:

1. Prepares seasonal and other special displays.

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 196 (continued)

JOB TITLE: HEAD GROCERY CLERK
JOB NUMBER: 3
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Tickets or marks stock
1	1	1	1	1	1	2. Checks shelves for depleted stock and fills in
1	1	1	1	1	1	3. Checks stockroom for depleted stock and fills in
1	2	2	2	1	1	4. Rearranges stock in department
1	1	1	1	1	1	5. Keeps stock in stockroom organized and accessible
2	2	1	2	1	1	6. Takes stock counts
1	2	1	2	1	1	7. Supervises stock counts
1	2	1	2	2	1	8. Reorders from stock counts
3	2	1	2	2	2	9. Corrects stock control books from stock counts
2	2	3	2	3	2	10. Keeps perpetual stock inventory
2	2	3	2	3	2	11. Takes physical stock inventory
2	2	2	2	1	1	12. Changes prices on stock, marking up or down according to price changes
1	2	1	2	1	1	13. Checks on and inspects stock for damages, shortages, spoilage and breakage
1	2	2	2	1	1	14. Rotates stock on selling floor and in stockroom for best sales (according to coded date)
2	2	2	2	1	1	15. Unloads trucks
2	2	2	2	2	2	16. Orders products or merchandise upon repeated customer requests
1	2	2	2	1	1	17. Checks in stock received and places in stockroom or on selling shelves
1	2	1	2	1	1	18. Cleans and dusts stock

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 196 (continued)

JOB TITLE: HEAD GROCERY CLERK
JOB NUMBER: 3
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	2	3	2	2	2	1. Supplies customers information on advertised items
1	2	3	2	2	2	2. Highlights advertised items on shelves in the department
1	2	3	2	2	2	3. Informs store employees about advertised merchandise
1	2	3	2	2	2	4. Keeps results on store ads
1	2	3	2	2	1	5. Orders merchandise to back up ads
1	2	3	2	1	1	6. Reads own and competitor's newspaper ads
2	2	3	2	2	2	7. Shops competitors' advertised merchandise for price, quality and comparison
2	2	3	2	2	2	8. Posts current ads in heavy traffic areas in store
2	2	3	2	2	2	9. Places advertising pamphlets or brochures in prominant places
2	2	3	2	1	1	10. Collects newspaper coupons from customers and keeps a record of them
2	2	3	2	2	2	11. Gives customers mailers (or circulars) who did not receive them and gets their addresses for future mailings
3	3	3	2	2	2	12. Sees that the store receives proper advertising allowances from vendors and manufacturers
2	3	3	2	2	2	13. Gives demonstrations of advertised merchandise

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 196 (continued)

JOB TITLE: HEAD GROCERY CLERK
JOB NUMBER: 3
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Gives customers directions
1	1	1	2	1	1	2. Adjusts customers' complaints and grievances
2	3	2	3	2	2	3. Gives demonstrations or cooking instructions
1	2	1	2	1	1	4. Supplies customers with information by telephone
2	2	3	2	1	1	5. Carries grocery bags to car for customer
1	2	2	2	2	2	6. Takes details of customer accident in store
1	2	2	2	2	2	7. Makes refunds
2	3	2	3	2	2	8. Gives free samples
1	1	2	2	1	1	9. Authorizes checks

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 197

JOB TITLE: ASSISTANT STORE MANAGER
JOB NUMBER: 16
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Assists the store manager with the management of the store, carrying out any specific assignments made by the store manager
1	2	1	1	1	2	2. Trains in various phases of store operations such as responsibility for check-out operations, produce and dairy departments, meat department and grocery department
2	1	1	1	1	1	3. Works with department heads in constantly maintaining peak freshness on all perishable products
2	2	1	1	1	2	4. Is responsible throughout the store for sales promotion, advertising, display and weekly store merchandise meetings.
1	1	1	1	2	2	5. Assumes full responsibility for the management of the store in the absence of the store manager
1	1	1	1	1	1	6. Supervises personnel, schedules help throughout the store and trains new employees
1	2	2	1	2	1	7. Orders in customer-request items
2	1	3	1	1	1	8. Helps determine retail markup for merchandise
1	1	1	1	1	1	9. Works on specific store problems such as excessive shrinkage, low markup, high personnel turnover, poor customer relations, high variable expenses and puts remedial action into effect
1	1	1	1	1	2	10. Is familiar with all store mail, bulletins, store policies and union contracts
2	2	1	1	2	2	11. Analyzes with store manager and zone manager all merchandising plans and promotions, store operating statements, reports, meat inventories, tonnage reports, etc.
2	1	1	1	2	2	12. Assists manager in preparing cash reports, overage and shortage statements and special inventory reports
2	1	1	1	1	1	13. Checks security of store at close of working day by checking lights, power and refrigeration
2	1	1	1	1	1	14. Opens and closes safe when needed

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 197 (continued)

JOB TITLE: ASSISTANT STORE MANAGER
JOB NUMBER: 16
SPECIFIC JOB DUTIES

Interviewees* indicate that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	1	1	2	2	1	15. Makes bank deposits and obtains change for store
2	2	2	3	3	2	16. Attends division sales meetings and zone meetings
2	2	3	3	2	3	17. Handles in-store fire and safety meetings
2	1	2	2	2	2	18. Prepares follow-up on new employees at regular intervals, preparing performance evaluations and counseling as required

TASKS ADDED BY INTERVIEWEES:

1. Attends periodic store meetings

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 198

JOB TITLE: ASSISTANT STORE MANAGER
JOB NUMBER: 16
RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

						CRITICAL TASKS
S	E	S	E	S	E	
1	2	1	2	1	1	1. Gathers products or merchandise from salesfloor or stockroom for displays
2	2	1	2	1	2	2. Sets up department displays of merchandise
2	2	1	1	2	2	3. Sets up department displays of sale items or specials
1	1	1	1	1	1	4. Sets up merchandise on shelves or floor attractively and neatly
2	2	1	1	2	1	5. Returns display merchandise to stock
2	2	1	1	2	2	6. Coordinates displays of advertised and featured merchandise
2	2	1	1	2	2	7. Cuts cases for display
3	3	1	1	1	2	8. Puts shelf price tags in moldings
2	2	1	1	1	2	9. Makes, paints and puts up display signs
2	2	1	1	1	2	10. Puts up pre-made signs on displays
1	2	1	1	1	2	11. Attractively wraps and packages products for most effective displays
2	2	2	2	2	2	12. Puts signs in windows
2	2	1	2	2	2	13. Stores display materials
1	1	1	1	1	1	14. Calls customer's attention to displays of specials
2	2	2	2	2	2	15. Schedules vendors and manufacturer representatives to build special displays
2	2	1	1	1	2	16. Locates displays in best traffic areas
2	2	1	1	1	1	17. Trims stock for better appearance

TASKS ADDED BY INTERVIEWEES:

1. Sets up displays of related items, such as, pancake mix with syrup
2. Sees that most displays are rebuilt once a week
3. Makes sure all displays of specials are properly priced and attractive

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 198 (continued)

JOB TITLE: ASSISTANT STORE MANAGER
JOB NUMBER: 16
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	2	1	2	1	1	1. Tickets or marks stock
1	1	1	1	1	1	2. Checks selling floor shelves for depleted stock and fills in
1	1	1	1	1	1	3. Checks stockroom for depleted stock and fills in
2	2	2	1	1	1	4. Rearranges stock in department
2	1	1	1	1	1	5. Keeps stock in stockroom organized and accessible
2	2	2	2	1	1	6. Takes stock counts
2	1	2	2	1	1	7. Supervises stock counts
2	2	1	2	2	1	8. Reorders from stock counts
1	3	3	2	2	2	9. Corrects stock control books from stock counts
2	3	1	2	3	2	10. Keeps perpetual stock inventory
2	2	2	2	2	2	11. Takes physical stock inventory
2	2	1	2	1	1	12. Changes prices on stock
1	1	1	1	1	1	13. Checks on and inspects stock for damages, shortages, spoilage and breakage
2	1	1	1	1	1	14. Rotates stock on selling floor and in stockroom for best sales
2	1	2	2	1	1	15. Unloads trucks
1	2	2	1	2	2	16. Orders products or merchandise upon repeated customer requests
1	1	1	1	1	1	17. Checks in stock received and places in stockroom or on selling shelves
2	1	1	1	1	1	18. Cleans and dusts stock

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 198 (continued)

JOB TITLE: ASSISTANT STORE MANAGER
JOB NUMBER: 16
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	1	1	2	2	2	1. Supplies customers information on advertised items
2	1	1	2	2	2	2. Highlights advertised items on shelves
2	1	1	1	2	2	3. Informs store employees about advertised merchandise
2	2	1	1	2	2	4. Keeps results on store ads
2	2	1	1	2	1	5. Orders merchandise to back up ads
2	2	2	1	1	1	6. Reads own and competitors' newspaper ads
2	3	2	2	2	2	7. Shops competitor's advertised merchandise for price, quality and comparison
2	2	2	1	2	2	8. Posts current ads in heavy traffic areas in store
2	2	2	2	2	2	9. Places advertising pamphlets or brochures in prominant places
2	1	1	1	1	1	10. Collects newspaper coupons from customers and keeps a record of them
2	2	3	2	2	2	11. Gives customers mailers who did not recieve them and gets their addresses for future mailings
2	3	3	2	2	2	12. Sees that the store receives proper advertising allowances from vendors and manufacturers
2	3	2	2	2	2	13. Submits advertising copy to newspaper, radio or television
3	3	2	2	2	2	14. Checks ad copy and layout on newspaper ads and authorizes them

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 198 (continued)

JOB TITLE: ASSISTANT STORE MANAGER
JOB NUMBER: 16
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Gives customers directions
1	1	1	1	1	1	2. Adjusts customer's complaints and grievances
3	2	3	3	2	2	3. Gives demonstrations or cooking instructions
1	3	2	1	1	1	4. Supplies customer with information by telephone
1	1	2	2	1	1	5. Carries grocery bags to car for customer
2	2	2	2	2	2	6. Takes details of customer accidents in store
1	1	2	1	2	2	7. Makes refunds
2	2	2	2	2	2	8. Gives free samples to customers
1	1	1	1	1	1	9. Authorizes checks

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 199

JOB TITLE: PRODUCE CLERK
JOB NUMBER: 4
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke				Wytheville		CRITICAL TASKS
S	E	S	E	S	E	S	E	
3	2	2	3	1	2	3	2	1. Unloads produce deliveries from supplier's or warehouse truck
1	1	2	2	2	2	1	1	2. Checks deliveries for proper quantities and weights
1	1	2	3	2	2	1	1	3. Checks deliveries for proper quality and freshness
1	1	2	2	2	2	1	1	4. Informs head produce clerk of improper quality, quantity or weight of merchandise
1	1	2	2	1	2	1	1	5. Opens boxes and containers for preparation of produce displays
2	1	1	2	1	1	1	1	6. Prepares produce for display by washing, trimming and separating of bulk produce
2	2	2	3	1	1	2	1	7. Packages produce items using treated film and trays
1	1	1	2	3	1	3	1	8. Bunches and bands select produce items in sizes and weights as directed by head produce clerk
1	1	1	1	1	1	3	1	9. Weighs and prices select produce items for display
1	1	1	2	1	1	3	1	10. Bags,weighs and prices select produce items using treated bags
1	1	1	2	2	1	2	1	11. Sets up dry and refrigerated produce racks according to layout assignment by head produce clerk
1	1	1	2	1	1	1	1	12. Checks produce items for spoilage and removes spoiled items for disposal or price reduction
1	1	1	1	1	1	1	1	13. Reduces price of distressed or spoiled produce and displays according to direction of head produce clerk
1	1	1	2	1	1	1	1	14. Reworks and trims unsold items for maximum freshness
1	1	1	1	1	1	1	1	15. Rotates all produce items for maximum freshness
1	1	1	1	3	2	2	3	16. Freshens wet produce by using water or ice
1	1	1	2	1	1	2	1	17. Places price cards or markers on produce racks as required
1	2	1	3	3	2	2	2	18. Paints and prepares special display signs
2	2	2	2	1	1	3	2	19. Decorates produce department with display materials
1	1	1	1	1	1	1	1	20. Assists customers in selecting and weighing produce
1	1	1	1	1	1	1	1	21. After weighing produce for customer, bags and price-marks it
1	1	1	1	1	1	1	1	22. Assists customers in finding items in other departments of the store
2	1	2	2	2	2	2	1	23. Explains and suggests uses of produce and possible cooking techniques to customers

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 199 (continued)

JOB TITLE: PRODUCE CLERK
JOB NUMBER: 4
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke				Wytheville		CRITICAL TASKS
S	E	S	E	S	E	S	E	
2	1	2	3	3	1	1	1	24. Informs head produce clerk of movement and purchase requirements of produce items
2	1	2	2	3	1	1	1	25. Informs head produce clerk of distressed produce for his action
2	1	1	1	1	1	1	1	26. Cleans and maintains wrapping and weighing equipment
2	1	1	1	2	1	1	1	27. Cleans produce racks, salesfloor area, working area and coolers
1	1	1	1	1	1	3	3	28. Removes certain produce items from racks and places in coolers at end of the day
1	1	1	1	1	1	1	1	29. Disposes of trimmings and refuse
2	2	2	3	3	2	3	3	30. Attends store meetings

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 200

JOB TITLE: PRODUCE CLERK
JOB NUMBER: 4
RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke				Wytheville		CRITICAL TASKS
S	E	S	E	S	E	S	E	
1	2	1	1	2	3	3	3	1. Gathers products or merchandise from salesfloor or stockroom for displays
1	2	1	1	2	3	1	1	2. Sets up department displays of merchandise
1	1	1	1	2	1	1	1	3. Sets up department displays of sale items or specials
1	1	1	1	2	2	1	1	4. Sets up merchandise on shelves or floor attractively and neatly
2	2	3	3	2	2	1	1	5. Returns displays merchandise to stock
2	2	1	1	2	2	3	3	6. Coordinates displays of advertised and featured merchandise
2	2	3	2	2	3	3	3	7. Cuts cases for display
3	1	1	1	2	2	3	3	8. Puts shelf price tags in moldings
2	2	2	2	2	3	3	3	9. Makes, paints and puts up display signs
2	2	2	2	2	2	3	3	10. Puts up pre-made signs on displays
3	2	1	1	2	3	1	1	11. Attractively wraps and packages products for most effective displays
2	2	3	2	2	2	3	3	12. Stores display materials
2	1	3	1	2	1	3	3	13. Calls customer's attention to displays of specials
2	2	1	1	2	1	3	3	14. Locates displays in best traffic areas
1	1	1	1	1	1	1	1	15. Trims stock for better appearance

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 200 (continued)

JOB TITLE: PRODUCE CLERK
JOB NUMBER: 4
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke				Wytheville		CRITICAL TASKS
S	E	S	E	S	E	S	E	
1	1	1	1	1	1	1	1	1. Tickets or marks stock
1	1	1	1	1	1	1	1	2. Checks selling floor shelves for depleted stock and fills in
1	1	1	1	1	3	1	1	3. Checks stockroom for depleted stock and fills in
1	1	1	2	1	2	1	1	4. Rearranges stock in department
1	1	1	1	1	1	1	1	5. Keeps stock in stockrrom organized and accessible
1	1	1	1	1	3	3	2	6. Takes stock counts
2	2	3	1	3	3	3	2	7. Supervises stock counts
2	2	3	1	3	3	3	2	8. Reorders from stock counts
2	2	3	2	3	3	2	2	9. Takes physical stock inventory
2	1	1	1	1	1	2	1	10. Changes prices on stock
1	1	2	1	1	1	1	1	11. Checks on and inspects stock for damages, shortages spoilage and breakage
1	1	3	1	1	1	1	1	12. Rotates stock on selling floor and in stockroom for best sales
3	2	2	2	2	3	3	2	13. Unloads trucks
2	1	3	2	3	3	3	2	14. Orders products or merchandise upon repeated customer requests
1	1	2	1	1	3	1	1	15. Checks in stock received and places in stockroom or on selling shelves
1	1	1	1	1	1	1	1	16. Cleans and dusts stock

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 200 (continued)

JOB TITLE: PRODUCE CLERK
JOB NUMBER: 4
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke				Wytheville		CRITICAL TASKS
S	E	S	E	S	E	S	E	
2	1	3	1	1	1	3	3	1. Supplies customers information on advertised items
2	1	2	1	1	1	3	3	2. Highlights advertised items on shelves in the department
2	1	3	1	1	2	3	3	3. Informs store employees about advertised merchandise
2	1	3	1	1	3	3	3	4. Keeps results on store ads
2	2	2	1	1	2	3	3	5. Reads own and competitor's newspaper ads
3	1	1	1	3	2	3	3	6. Posts current ads in heavy traffic areas in store

RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke				Wytheville		CRITICAL TASKS
S	E	S	E	S	E	S	E	
1	1	1	1	1	1	1	1	1. Gives customers directions
2	1	2	1	1	1	1	1	2. Adjusts customer's complaints and grievances
2	3	3	2	3	3	1	1	3. Gives demonstrations or cooking instructions
3	3	2	1	2	3	1	1	4. Supplies customer with information by telephone
3	2	3	3	2	3	1	1	5. Carries grocery bags to car for customers
3	3	2	3	3	2	2	1	6. Makes refunds

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 201

JOB TITLE: HEAD PRODUCE CLERK
JOB NUMBER: 3
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	2	2	1	2	2	1. Prepares orders of produce items and submits them to store manager
2	2	1	1	2	2	2. Prepares orders of produce items and submits them to the warehouse or supplier
2	1	1	1	1	1	3. Plans produce rack layout and special produce displays
1	2	1	2	3	3	4. Instructs produce clerks on the layout and display plans
2	2	1	2	2	2	5. Assists in receiving and unloading of produce deliveries
2	1	1	1	2	2	6. Checks invoices and delivery tickets for proper pricing, weights and quantities
2	1	1	2	2	2	7. Rejects unsatisfactory merchandise and sends back to supplier
2	2	1	2	2	2	8. Requests credits or adjustments from warehouse or supplier on unsatisfactory produce
3	1	1	1	1	2	9. Directs and assists in pre-packaging, weighing, and displaying produce
3	1	1	1	1	2	10. Directs and participates in pricing of merchandise
1	1	1	1	1	2	11. Takes remedial action on distressed produce items by special pricing or special display or disposal of items
1	1	1	1	3	3	12. Is responsible for produce department profits
1	1	1	1	2	1	13. Controls profit by proper buying, inventory control and decisive remedial action on distressed merchandise
2	2	1	2	3	3	14. Schedules personnel staffing for produce department
1	2	1	1	3	3	15. Makes work assignments to personnel for efficient departmental production
1	1	1	1	1	1	16. Checks on proper pricing and product rotation
2	1	1	2	2	2	17. Plans special department promotions in cooperation with store manager
1	1	1	1	1	1	18. Supervises cleaning and maintenance of produce sales area, working area and coolers
1	2	2	2	3	2	19. Directs decoration of produce sales area
2	2	2	2	2	2	20. Orders film, trays, bags, bands, price labels and linens for department
2	2	1	3	2	2	21. Prepares price lists for checkers on produce items not pre-priced or pre-weighed in sales area
1	1	1	1	1	1	22. Assists customers in the selection of produce and its proper weighing
1	1	1	2	3	2	23. Trains produce clerks in the details of the performance of their jobs
1	1	2	1	2	3	24. Provides produce clerks with product information

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 201 (continued)

JOB TITLE: HEAD PRODUCE CLERK
JOB NUMBER: 3
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
3	2	1	2	2	2	25. Establishes packaging size requirements for department
3	3	1	1	2	3	26. Directs the grading of produce items for packaging, pricing and sale
1	1	1	2	3	1	27. Checks temperature control of refrigerated cases
2	1	2	2	2	2	28. Advises store manager of any malfunctioning equipment
2	2	2	2	3	3	29. Advises store manager on personnel requirements for the department
1	1	2	2	1	2	30. Handles customers' requests and complaints or gives them to the store manager
2	2	2	2	3	3	31. Evaluates the performance of produce clerks
2	2	2	2	2	2	32. Takes inventory of department as directed
2	2	3	2	3	3	33. Prepares reports on departmental activity
2	2	2	2	2	3	34. Attends store meetings
2	2	2	2	2	2	35. Assists store manager in planning special produce sales and promotions
2	1	2	1	1	2	36. Receives product information from store manager or field supervisor
2	2	2	1	3	3	37. Analyzes sales and profit statements for problem areas in order to take remedial action

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 202

JOB TITLE: HEAD PRODUCE CLERK
JOB NUMBER: 3
RELATED JOB DUTIES - DISPLAY

Interviewees * indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	2	1	1	2	2	1. Gathers products or merchandise from salesfloor or stockroom for displays
1	1	2	2	2	2	2. Sets up department displays of merchandise
1	2	2	2	2	2	3. Sets up department displays of sale items or specials
1	1	2	1	1	2	4. Sets up merchandise on shelves or floor attractively and neatly
3	1	2	3	2	2	5. Returns display merchandise to stock
1	2	2	1	2	2	6. Coordinates displays of advertised and featured merchandise
2	3	2	2	2	2	7. Cuts cases for display
1	1	3	3	1	2	8. Puts shelf price tags in moldings
3	1	2	2	3	3	9. Makes, paints and puts up display signs
1	2	2	2	1	2	10. Puts up pre-made signs on displays
3	1	1	2	1	2	11. Attractively wraps and packages products for most effective displays
2	2	3	3	2	3	12. Puts signs in windows
2	2	2	3	2	2	13. Stores display materials
2	1	2	2	2	2	14. Calls customers'attention to displays of specials
2	2	2	2	2	2	15. Locates displays in best traffic areas
1	1	1	1	1	1	16. Trims stock for better appearance

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 202 (continued)

JOB TITLE: HEAD PRODUCE CLERK
JOB NUMBER: 3
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	2	1	1	1	1. Tickets or marks stock
1	1	2	1	1	2	2. Checks selling floor shelves for depleted stock and fills in
1	1	2	1	2	2	3. Checks stockroom for depleted stock and fills in
1	1	1	1	1	2	4. Rearranges stock in department
1	1	1	1	1	2	5. Keeps stock in stockroom organized and accessible
2	1	1	1	2	2	6. Takes stock counts
2	1	1	1	2	3	7. Supervises stock counts
2	1	1	1	2	2	8. Reorders from stock counts
2	1	2	2	2	2	9. Takes physical stock inventory
2	1	2	2	1	1	10. Changes prices on stock
2	1	2	1	1	1	11. Checks on and inspects stock for damages, shortages, spoilage and breakage
1	1	1	1	1	1	12. Rotates stock on selling floor and in stockroom for best sales
2	1	2	2	2	2	13. Unloads trucks
2	1	2	2	2	2	14. Orders products or merchandise upon repeated customer requests
2	1	1	1	2	2	15. Checks in stock received and places in stockroom or on selling shelves
1	1	1	1	1	2	16. Cleans and dusts stock

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 202 (continued)

JOB TITLE: HEAD PRODUCE CLERK
JOB NUMBER: 3
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	2	2	1. Supplies customers information on advertised items
1	1	1	1	2	2	2. Highlights advertised items on shelves in the department
1	1	1	2	2	3	3. Informs store employees about advertised merchandise
2	2	3	3	3	2	4. Keeps results on store ads
2	1	2	1	2	2	5. Orders merchandise to back up ads
1	1	2	1	1	1	6. Reads own and competitors' newspaper ads
2	2	2	3	2	2	7. Shops competitor's advertised merchandise for price, quality and comparison
1	2	3	3	2	2	8. Posts current ads in heavy traffic areas in store
2	2	3	3	2	2	9. Places advertising pamphlets or brochures in prominant places

RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Gives customers directions
1	1	2	1	1	2	2. Adjusts customer's complaints and grievances
2	2	2	3	1	3	3. Gives demonstrations or cooking instructions
2	1	1	2	1	2	4. Supplies customer with information by telephone
3	3	2	2	1	2	5. Carries grocery bags to car for customer
2	1	2	2	1	3	6. Makes refunds

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 203

JOB TITLE: CHECKER (CASHIER)
JOB NUMBER: 19
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Rings up purchases of merchandise on cash register guided by prices marked on each item
1	1	1	1	1	1	2. Rings items on proper departmental key
1	1	3	1	1	1	3. Makes correct change and counts it out to the customer
3	1	1	1	1	1	4. Accepts checks from customers according to policy of store
1	1	2	2	2	2	5. Receives approval on check cashing from head cashier or manager
1	1	2	1	2	3	6. Reports and records register errors on proper form
2	1	3	3	2	2	7. Turns in error form to head cashier after work period
1	1	2	1	1	1	8. Receives valid redeemable consumer coupons and reimburses customer accordingly
1	1	1	1	3	1	9. Credits customer for returned bottles and reports this exchange on proper form
1	1	1	2	1	2	10. Cleans check-out counter and equipment
1	1	1	1	1	1	11. Stocks cigarettes and sundry items located at check-out counter
1	1	1	1	1	2	12. Reports customer requests and complaints to the manager
3	2	2	1	1	1	13. Stocks specific grocery sections as assigned by store manager
3	3	2	1	1	1	14. Orders merchandise for specific grocery sections
3	2	3	2	2	1	15. Reports bagging supply requirements to store manager
2	1	1	2	2	3	16. Reports cash drawer requirements to head cashier
2	2	3	2	2	3	17. Reports suspected cash drawer overages and shortages to head cashier
3	2	1	2	2	2	18. Advises customers on special promotional merchandise
2	2	1	1	2	2	19. Changes cash register tapes
1	1	3	3	1	1	20. Gives cash drawer and special reports to head cashier at end of work period
1	1	1	1	1	3	21. Arranges cash drawer to include coupons, checks and special report forms at end of work period
1	1	1	1	1	1	22. Maintains familiarity with store layout in order to direct customers
1	1	1	1	1	1	23. Bags customer orders for carry out
1	1	1	1	1	1	24. Requests bagging assistants (bag boys)
2	2	1	1	2	2	25. Reports theft and pilferage to store manager
1	2	1	1	2	2	26. Reports improper pricing to store manager
1	2	1	1	2	1	27. Reports out-of-stock items to store manager
2	2	2	1	2	2	28. Reports malfunction of check-out equipment to head cashier
2	2	2	2	2	2	29. Attends store meetings as required

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 203 (continued)

JOB TITLE: CHECKER (CASHIER)
JOB NUMBER: 19
SPECIFIC JOB DUTIES

TASKS ADDED BY INTERVIEWEES:

1. Clears cash register

TABLE 204

RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
3	2	2	2	2	2	1. Gathers products or merchandise from salesfloor or stockroom for displays
3	2	2	2	2	1	2. Sets up department displays of merchandise
3	3	2	2	2	2	3. Sets up department displays of sale items or specials
3	2	2	2	1	1	4. Sets up merchandise on shelves or floor attractively and neatly
3	2	2	3	2	2	5. Returns display merchandise to stock
3	3	2	2	2	2	6. Coordinates displays of advertised and featured merchandise
3	3	2	3	1	1	7. Puts shelf price tags in moldings
3	3	2	2	2	2	8. Puts up pre-made signs on displays
3	3	2	3	2	2	9. Puts signs in windows
3	3	2	3	2	2	10. Stores display materials
1	2	2	2	2	2	11. Calls customer's attention to displays of specials
3	3	2	2	2	2	12. Locates displays in best traffic areas

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 204 (continued)

JOB TITLE: CHECKER (CASHIER)
JOB NUMBER: 19
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
3	3	3	2	1	2	1. Tickets or marks stock
3	2	3	2	1	1	2. Checks selling floor shelves for depleted stock and fills in
3	3	3	2	1	2	3. Checks stockroom for depleted stock and fills in
2	2	2	2	1	1	4. Rearranges stock in department
1	2	3	2	2	2	5. Checks on and inspects stock for damages, shortages, spoilage and breakage
3	3	2	2	2	2	6. Orders products or merchandise upon repeated customer requests
1	1	2	2	1	1	7. Cleans and dusts stock

TASKS ADDED BY INTERVIEWEES:

1. Sends information to office on merchandise left over from special promotions

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 204 (continued)

JOB TITLE: CHECKER (CASHIER)
JOB NUMBER: 19
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	2	1	2	3	1	1. Supplies customers information on advertised items
2	2	2	2	3	3	2. Reads own and competitors' newspaper ads
3	2	2	1	3	3	3. Places advertising pamphlets or brochures in prominant places
1	2	1	1	3	3	4. Collects newspaper coupons from customers and keeps a record of them
3	2	2	2	3	3	5. Gives customers mailers who did not receive them and gets their addresses for future mailings

RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Gives customers directions
3	3	1	1	1	1	2. Adjusts customer's complaints and grievances
3	3	2	3	1	1	3. Supplies customer with information by telephone
1	3	1	1	1	2	4. Makes refunds
3	3	3	2	2	2	5. Gives free samples
3	3	1	1	1	1	6. Authorizes checks

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 205

JOB TITLE: HEAD CASHIER
JOB NUMBER: 21
SPECIFIC JOB DUTIES

Interviewees*indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	1	2	3	1	1	1. Assists store manager in scheduling personnel for adequate check-out coverage
1	1	1	1	1	1	2. Counts money brought from bank against bank slips
1	1	2	1	2	1	3. Records bank cash deliveries on proper forms
2	3	1	1	1	1	4. Organizes cash in safe
1	1	2	1	1	1	5. Prepares cash drawers for checkers'use by counting out prescribed denominations
1	2	1	2	1	1	6. Provides cashiers with necessary report forms
1	2	1	1	1	1	7. Provides cashiers with additional change requirements
1	1	1	1	1	1	8. Approves customer checks
1	1	1	1	1	1	9. Takes readings on cash registers at prescribed times
1	1	1	1	1	1	10. Receives cash drawers from checkers on conclusion of work period
1	1	1	1	1	1	11. Counts out cash drawers, clearing them against register readings
1	2	3	1	2	3	12. Itemizes customer receipts on sales and cash reports
1	1	1	1	1	3	13. Records overages and shortages on proper forms and notifies store manager of these occurances
1	2	2	2	1	1	14. Prepares daily and weekly sales and cash report, balances the report and submits to store manager for approval
1	1	1	1	2	2	15. Prepares bank depsoits of receipts
1	1	1	1	2	2	16. Analyses checks before bank deposit noting proper stamping, checker authorization and proper signature
1	1	1	2	2	1	17. Prepares coupons for accounting department action
2	2	1	2	2	1	18. Prepares reports and files reports on request of manager
2	1	1	1	1	1	19. Serves as checker when necessary
2	1	1	1	1	1	20. Insures proper coverage of check-out department at all times
1	2	1	3	2	2	21. Reports bagging supply, stamp, register tape and cashier report form needs to store manager
1	2	2	1	1	2	22. Supervises and assists in cleaning check-out equipment
2	2	2	2	2	2	23. Trains and orients checkers
2	3	2	2	2	2	24. Informs checkers of changes in policy and procedure at check-out station

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 205 (continued)

JOB TITLE: HEAD CASHIER
JOB NUMBER: 21
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	2	2	3	2	2	25. Evaluates checker performance and advises manager accordingly
1	2	1	2	1	2	26. Reports to store manager theft, pilferage, customer requests and complaints
2	2	2	2	2	2	27. Reports malfunction of check-out equipment to store manager
2	2	2	2	2	2	28. Attends store meetings
2	2	1	3	2	3	29. Conducts checker performance tests
2	3	2	3	2	2	30. Advises checkers on special promotional activity

TASKS ADDED BY INTERVIEWEES:

1. Follows through on returned checks
2. Orders for and stocks candy department
3. Helps checkers keep counter displays stocked

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 206

JOB TITLE: HEAD CASHIER
JOB NUMBER: 21
RELATED JOB DUTIES - DISPLAY

Interviewees * indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	2	2	2	2	2	1. Gathers products or merchandise from salesfloor or stockroom for displays
2	2	2	2	2	1	2. Sets up department displays of merchandise
2	2	2	2	2	2	3. Sets up department displays of sale items or specials
2	2	2	2	2	1	4. Sets up merchandise on shelves or floor attractively and neatly
2	2	3	2	2	2	5. Returns display merchandise to stock
3	2	2	2	2	2	6. Coordinates displays of advertised and featured merchandise
2	2	3	3	2	2	7. Cuts cases for display
3	3	3	2	2	1	8. Puts shelf price tags in moldings
3	2	2	2	2	1	9. Puts up pre-made signs on displays
3	3	3	2	2	2	10. Puts signs in windows
2	2	3	2	2	2	11. Calls customers' attention to displays of specials
3	2	2	2	2	2	12. Locates displays in best traffic areas

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 206 (continued)

JOB TITLE: HEAD CASHIER
JOB NUMBER: 21
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	2	3	2	1	1	1. Tickets or marks stock
2	2	3	3	1	1	2. Checks selling floor shelves for depleted stock and fills in
2	2	3	3	2	2	3. Checks stockroom for depleted stock and fills in
2	2	1	2	1	1	4. Rearranges stock in department
2	2	1	3	1	1	5. Keeps stock in stockroom organized and accessible
2	2	3	3	1	2	6. Takes stock counts
2	2	3	3	1	2	7. Supervises stock counts
2	2	3	3	2	2	8. Reorders from stock counts
2	2	3	3	2	3	9. Corrects stock control books from stock counts
3	2	2	2	1	1	10. Changes prices on stock
2	2	2	3	1	1	11. Checks on and inspects stock for damages, shortages, spoilage and breakage
2	2	2	3	1	1	12. Rotates stock on selling floor and in stockroom for best sales
2	2	2	2	2	2	13. Orders products or merchandise upon repeated customer requests
2	3	2	3	2	1	14. Checks in stock received and places in stockroom or on selling shelves
2	2	2	2	2	1	15. Cleans and dusts stock

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 206 (continued)

JOB TITLE: HEAD CASHIER
JOB NUMBER: 21
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	2	2	1	3	3	1. Supplies customers information on advertised items
2	2	1	3	3	3	2. Highlights advertised items on shelves in the department
1	2	3	1	3	3	3. Informs store employees about advertised merchandise
2	2	2	3	3	3	4. Orders merchandise to back up ads
2	2	2	2	3	3	5. Reads own and competitors' newspaper ads
1	1	1	1	3	3	6. Collects newspaper coupons from customers and keeps a record of them
2	2	3	2	3	3	7. Gives customers mailers (or circulars) who did not receive them and gets their addresses for future mailings

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 206 (continued)

JOB TITLE: HEAD CASHIER
JOB NUMBER: 21
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Gives customers directions
1	1	1	1	1	1	2. Adjusts customer's complaints and grievances
1	1	3	2	1	1	3. Supplies customer with information by telephone
2	2	3	3	2	2	4. Takes details of customer accident in store
1	1	1	1	1	1	5. Makes refunds
2	3	2	3	2	2	6. Gives free samples to customers
1	1	1	1	1	1	7. Authorizes checks

TASKS ADDED BY INTERVIEWEES:

1. Calls customer if bad check is returned from the bank

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 207

JOB TITLE: STORE MANAGER
JOB NUMBER: 22
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Strives to promote sales to secure maximum gross profit from the store operation
1	1	1	1	1	1	2. Controls expenses
1	1	1	1	1	1	3. Strives to develop and maintain a friendly and competent store organization
1	1	1	1	1	1	4. Complies with all division policies
1	1	1	1	1	1	5. Supervises the proper maintenance, care and use of store property and all store equipment
1	1	1	1	1	1	6. Strives to promote customer and employee safety within the store at all times
1	1	1	1	1	1	7. Effectively executes grocery, meat, produce and dairy sales plans
2	1	1	1	2	1	8. Plans and carries out special supplemental sales promotions in conjuction with zone manager
2	2	2	2	2	1	9. Holds weekly store merchandise meetings and others as needed for exchange and development of ideas
1	1	1	2	1	1	10. Establishes and maintains effective inventory control methods
2	2	3	3	2	2	11. Sees that inventories of meat and produce departments are made at proper times
1	1	1	1	1	1	12. Sees that receiving and checking in of merchandise is properly carried out
1	1	1	1	1	2	13. Supervises all ordering done by department heads to avoid overstocks and shrinkage
1	1	1	2	1	2	14. Checks and mails all orders to central warehouse
1	1	1	1	1	1	15. Maintains correct price list at all times and sees that all displayed merchandise is properly priced
2	2	2	2	2	2	16. On request of merchandising department, prepares special promotional merchandise orders
1	1	1	1	1	1	17. Maintains all required records and reports, such as sales and cash reports, trading stamp reports and special inventory reports
1	1	1	2	1	1	18. Complies with all laws and regulations governing the handling and sale of merchandise
1	1	1	2	1	1	19. Schedules and organizes all work in the store
1	1	1	1	1	1	20. Controls employee hours in accordance with established schedule
1	1	1	1	1	1	21. Develops and maintains a competent, enthusiastic and courteous store organization
1	1	1	1	1	1	22. Develops and maintains high level of morale through training, supervision, delegation of responsibilities and follow-up on work assignments

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 207 (continued)

JOB TITLE: STORE MANAGER
JOB NUMBER: 22
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	1	1	1	1	2	23. Devotes necessary time to new employees to assure proper indoctrination and training
1	1	1	1	3	3	24. Trains the assistant manager
1	1	1	2	1	1	25. Observes and adheres to wage schedules and job classifications as established within the division
1	2	1	2	2	1	26. Performs special duties assigned by zone or district manager
2	2	1	1	1	2	27. Contacts customers about returned checks and attempts to collect on them
2	1	1	1	3	2	28. Refers bogus checks to zone manager to prevent the problem in other stores
2	1	1	1	1	1	29. Satisfies customer's complaints according to division policy
2	2	1	2	2	3	30. Places order for linen supplies for the store
2	2	1	2	2	2	31. Reports customer's requests to buying department
1	1	1	1	1	1	32. Opens and closes safe for working day
1	1	1	1	1	1	33. Checks safe and store security each day
1	1	1	2	1	1	34. Checks light and power for proper functioning
1	1	2	2	1	1	35. Checks time cards for correct recording of working time, sick or vacation time and sees that the cards are sent to payroll department by deadline
3	2	2	2	2	1	36. Bags payroll and makes payroll disbursements to employees
2	1	1	2	2	1	37. Checks and mails all invoices and delivery tickets to accounting department for proper billing
2	2	1	3	2	2	38. Requests and receives promotional material from the advertising department
1	2	1	2	2	1	39. Works with department heads in planning promotions and merchandising
2	2	1	2	2	2	40. Notifies proper authorities of store theft
2	2	2	2	2	2	41. Handles emergency injuries or illnesses in store and sees that correct medical and insurance forms are completed and filed
2	2	2	2	2	2	42. Recommends new equipment requirements for the store to divisional office
3	2	2	2	2	2	43. Recommends price alterations of merchandise to meet competition
3	2	3	2	2	2	44. Interviews and selects new employees in accordance with division policy
2	2	2	2	2	2	45. Recommends personnel for training programs

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 207 (continued)

JOB TITLE: STORE MANAGER
JOB NUMBER: 22
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	2	2	2	3	2	46. Reports on training of assistant manager
2	2	2	2	2	2	47. Evaluates store personnel at prescribed times
2	2	2	2	2	2	48. Completes employee evaluations on all personnel and forwards them to the personnel department
2	2	2	2	2	2	49. Holds store fire and safety meetings
2	2	1	2	1	1	50. Participates in community and civic activities

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 208

JOB TITLE: STORE MANAGER
JOB NUMBER: 22
RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	2	1	1	1	3	1. Gathers products or merchandise from salesfloor or stockroom for displays
1	2	2	2	1	3	2. Sets up department displays of merchandise
1	2	2	2	2	3	3. Sets up department displays of sale items or specials
1	2	1	2	1	3	4. Sets up merchandise on shelves or floor attractively and neatly
2	3	1	2	2	3	5. Returns display merchandise to stock
2	2	2	2	2	3	6. Coordinates displays of advertised and featured merchandise
2	2	2	2	2	3	7. Cuts cases for display
2	1	2	2	2	3	8. Puts shelf price tags in moldings
2	2	3	2	2	3	9. Makes, paints and puts up display signs
2	2	2	2	2	3	10. Puts up pre-made signs on displays
2	1	3	1	1	3	11. Attractively wraps and packages products for most effective displays
3	3	2	2	2	3	12. Puts signs in windows
2	2	2	3	2	3	13. Stores display materials
3	1	1	1	2	3	14. Calls customer's attention to displays of specials
2	2	1	1	2	3	15. Locates displays in best traffic areas
2	2	3	2	1	3	16. Trims stock for better appearance

TASKS ADDED BY INTERVIEWEES:

1. Plans department displays with department heads
2. Approves displays as set up by department heads
3. Shows assistant manager display techniques as part of his training

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 208 (continued)

JOB TITLE: STORE MANAGER
JOB NUMBER: 22
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	2	2	2	1. Tickets or marks stock
1	1	1	2	1	1	2. Checks selling floor shelves for depleted stock and fills in
2	1	1	1	1	2	3. Checks stockroom for depleted stock and fills in
2	2	1	2	2	2	4. Rearranges stock in department
1	1	1	1	2	3	5. Keeps stock in stockroom organized and accessible
2	2	2	2	2	2	6. Takes stock counts
2	2	2	2	1	2	7. Supervises stock counts
2	2	2	2	2	2	8. Reorders from stock counts
2	2	3	3	2	3	9. Corrects stock control books from stock counts
2	2	2	2	2	2	10. Takes physical stock inventory
2	2	1	2	1	2	11. Changes prices on stock
1	1	1	1	1	2	12. Checks on and inspects stock for damages, shortages, spoilage and breakage
2	1	1	2	1	2	13. Rotates stock on selling floor and in stockroom for best sales
1	3	2	2	2	3	14. Unloads trucks
2	2	1	2	2	2	15. Orders products or merchandise upon repeated customer requests
1	1	1	2	1	2	16. Checks in stock received and places in stockroom or on selling shelves
1	2	1	2	1	3	17. Cleans and dusts stock

TASKS ADDED BY INTERVIEWEES:

1. Keeps records of broken or damaged merchandise for inventory control purposes

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 208 (continued)

JOB TITLE: STORE MANAGER
JOB NUMBER: 22
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	1	1	2	2	2	1. Supplies customers information on advertised items
2	1	1	2	1	2	2. Highlights advertised items on shelves in the department
1	1	1	2	2	2	3. Informs store employees about advertised merchandise
2	2	1	2	2	2	4. Orders merchandise to back up ads
3	2	1	1	1	1	5. Reads own and competitor's newspaper ads
1	2	1	1	1	3	6. Posts current ads in heavy traffic areas in store
3	2	1	2	1	3	7. Places advertising pamphlets or brochures in prominant places
1	1	1	1	1	3	8. Collects newspaper coupons from customers and keeps a record of them
3	3	1	1	1	3	9. Gives customers mailers who did not receive them and gets their addresses for future mailings

TASKS ADDED BY INTERVIEWEES:

1. Checks ads and makes sure all items are in stock

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 208 (continued)

JOB TITLE: STORE MANAGER
JOB NUMBER: 22
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Gives customers directions
1	1	1	1	1	1	2. Adjusts customer's complaints and grievances
3	2	1	3	2	3	3. Gives demonstrations or cooking instructions
3	2	1	1	1	1	4. Supplies customer with information by telephone
1	2	1	2	1	2	5. Carries grocery bags to car for customer
1	2	2	1	2	2	6. Takes details of customer accidents in store
1	1	1	1	1	3	7. Makes refunds
3	2	2	2	2	3	8. Gives free samples
1	1	1	1	1	1	9. Authorizes checks

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 209

FOOD STORE PERSONNEL CONTACTS
(ALL JOBS IN FOOD STORE CATEGORY)

CONTACTS	JOBS* 4	3	16	19	21	22
1. Store Manager	X	X	X	X	X	
2. Assistant Store Manager	X			X	X	X
3. Head Produce Clerk	X	X	X	X	X	X
4. Meat Manager (Head Meat Cutter)	X	X	X	X	X	X
5. Grocery Clerk	X	X	X	X	X	X
6. Head Grocery Clerk			X	X	X	X
7. Meat Apprentice	X	X	X		X	X
8. Meat Journeyman	X	X	X			X
9. Produce Clerk	X	X	X	X	X	X
10. Checker	X	X	X	X	X	X
11. Head Cashier		X	X	X		X
12. Clerical	X	X	X			X
13. Cashier	X	X	X	X	X	X
14. Management Trainee	X	X			X	X

PERSONNEL CONTACTS ADDED BY INTERVIEWEES:

1. District Manager
2. Receiving and checking clerk

* Jobs are identified in the Two-Step Career Continuum on page 632 .

TABLE 210

FOOD STORE OUTSIDE-OF-STORE CONTACTS (ALL JOBS IN FOOD STORE CATEGORY)

CONTACTS	JOBS*					
	4	3	16	19	21	22
1. Salesmen (soft drink, meat, dairy, bakery, produce)	X	X	X	X	X	X
2. Newspaper, television, or radio personnel		X	X		X	X
3. Distributive Education Coordinators	X	X	X			X
4. Competitive store personnel		X	X		X	X
5. Truckmen or deliverymen	X	X	X	X	X	X
6. Banking personnel		X	X		X	X
7. Advertising agency personnel						
8. Customers	X	X	X	X	X	X
9. Division buyer		X				X
10. Other store managers	X	X	X		X	X
11. Repairmen	X	X	X		X	X
12. Insurance representatives		X	X			X
13. Members of Retail Merchants Association		X	X		X	X
14. Zone Manager	X	X	X	X	X	X
15. Credit Bureau						X
16. Linen and Paper Suppliers	X	X	X			X
17. Union Representatives	X	X	X			X

* Jobs are identified in the Two-Step Career Continuum on page 632 .

TABLE 211

FOOD STORE SUPERVISORY RESPONSIBILITIES
(ALL JOBS IN FOOD STORE CATEGORY)

SUPERVISORY RESPONSIBILITIES **	JOBS*					
	4	3	16	19	21	22
1. Clerical or Secretary			X		X	X
2. Management Trainee			X			X
3. Grocery Clerk	X	X	X			X
4. Head Grocery Clerk			X			X
5. Assistant Store Manager						X
6. Meat Apprentice		X	X			
7. Meat Journeyman			X			X
8. Head Meat Cutter (Meat Manager)		X	X			X
9. Produce Clerk		X	X			X
10. Head Produce Clerk		X	X			X
11. Checker		X	X		X	X
12. Head Cashier		X	X			X
13. D. E. Students	X	X	X			X
14. Cashier		X	X		X	X

** The personnel listed are those supervised by the workers as indicated by job numbers.

* Jobs are identified in the Two-Step Continuum on page 632 .

TABLE 212

FOOD STORE EQUIPMENT AND MATERIALS
(ALL JOBS IN FOOD STORE CATEGORY)

	EQUIPMENT AND MATERIALS	4	3	16	19	21	22
1.	Price stamping or marking machine (Pricer)	X	X	X	X	X	X
2.	Skids or carts	X	X	X		X	X
3.	Telephone	X	X	X	X	X	X
4.	Sign holders and signs (or display cards)	X	X	X	X	X	X
5.	Display racks or fixtures	X	X	X	X	X	X
6.	Adding machine	X	X	X	X	X	X
7.	Cash register	X	X	X	X	X	X
8.	Bags and boxes for merchandise	X	X	X	X	X	X
9.	Merchandise order forms	X	X	X	X	X	X
10.	Refrigeration equipment or freezers	X	X	X			X
11.	Delivery Truck	X	X	X			
12.	Automatic Change Maker			X		X	
13.	Vending machines		X	X			X
14.	Lighting equipment	X	X	X			X
15.	Time Clocks		X	X	X		X
16.	Files	X	X	X		X	X
17.	Typewriter						
18.	Grocery Carts	X	X	X	X	X	X
19.	Scales	X	X	X	X	X	X
20.	Coffee grinder		X	X	X		X
21.	Cleaning agents	X	X	X	X	X	X
22.	Uniforms or aprons	X	X	X	X	X	X
23.	Trading stamp dispenser		X	X			X
24.	Tape dispenser and tape	X	X	X	X	X	X
25.	Paper and trays (pre-packaging)		X	X			X
26.	Stapling machines	X	X	X	X	X	X
27.	Meat equipment (saws, knives, a grinder, chopping block, slicer)		X	X			X
28.	Case cutters	X	X	X	X	X	X
29.	Pricing pencils or crayons, labels, ink	X	X	X	X	X	X

EQUIPMENT AND MATERIALS ADDED BY INTERVIEWEES:

1. Fork lift
2. Knives

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* Jobs are identified in the Two-Step Career Continuum on page 632 .

COMPETENCY CLUES

MERCHANDISE INFORMATION

Interviewees indicated that they needed to know the following types of information concerning merchandise information in order to perform their job tasks:

1. The brand names of merchandise or products
   4 3 16 19 21 22
2. The uses of merchandise or products
   4 3 16 19 21 22
3. The department from which merchandise or product comes (ex. - produce, dairy, housewares, drugs)
   4 3 16 19 21 22
4. The materials or ingredients that go into the products
   4 3 16 22
5. The characteristics of a product or merchandise which increase customer appeal and saleability
   4 3 16 19 21 22
6. Available sizes of merchandise (cans and packages)
   4 3 16 19 21 22
7. How to properly display merchandise
   4 3 16 19 21 22
8. How to suggest substitute products to customers
   4 3 16 19 21 22
9. The location of all merchandise in store - aisles, sections, etc.
   4 3 16 19 21 22
10. The prices of items (also price by weight)
    4 3 16 19 21 22
11. The proper cooking method of some products or items
    4 3 16 22
12. How long merchandise can be kept under various temperature conditions
    4 3 16 19 21 22
13. How to properly bag merchandise to prevent breakage or damage
    4 3 16 19 21 22

COMPETENCY CLUES

STORE POLICIES AND PROCEDURES

Interviewees indicated that they needed to know the following types of information concerning store policies and procedures in order to perform their job tasks:

1. Check-out procedures
   4 3 16 19 21 22

2. Store security (protection)
   4 3 16 19 21 22

3. Returns to vendors
   4 3 16 19 21 22

4. Customer complaints and returns
   4 3 16 19 21 22

5. Training procedures
   4 3 16 19 21 22

6. Pricing policies
   4 3 16 19 21 22

7. Personnel policies
   4 3 16 19 21 22

8. Ordering procedure
   4 3 16 19 21 22

9. Sales promotion policies
   4 3 16 19 21 22

10. Stock control systems
    4 3 16 21 22

11. Delivery schedule to store for produce, groceries, meats, etc.
    4 3 16 21 22

12. Credits from vendors (bottles and shortages)
    4 3 16 19 21 22

13. Inventory procedure
    4 3 16 22

14. Store guarantees
    4 3 16 19 21 22

15. Refrigeration procedures
    4 3 16 22

16. Check authorization procedures
    4 3 16 19 21 22

COMPETENCY CLUES ADDED BY INTERVIEWEES:

1. Store cleanliness policies
2. Cash control procedures
3. Bookkeeping procedures

FOOD STORE COMPETENCIES[7]

AREA OF ADVERTISING

Knowledges and Understandings:

1. Knowledge of the uses of promotional and institutional advertising.

   16 22 4 19 3 21

2. Knowledge of the types of media that are available for advertising - periodicals (newspapers, magazines, trade journals), mass media (radio, tv, billboards), and direct advertising (catalogs, circulars).

   16 22 3 21

3. Knowledge of the merchandise being advertised in order to better promote merchandise.

   16 4 3 19 21 22

4. Knowledge of the comparasions (quality, grade, pack, size, etc.) which should be made when analyzing merchandise featured in ads.

   16 22 3

5. Knowledge of the factors to consider when checking advertising proofs for corrections.

   16 22

7. Knowledge of the relative costs of advertising in various media.

   16 22

9. Knowledge of the ways customers may be informed of special events.

   16 4 3 21 22 19

10. Knowledge of the procedures for preparing an advertising budget and schedule for a store that will apportion ad money for its most effecgive use.

    16 22

11. Knowledge of the purposes of advertising, such as build customer traffic, build a reputation for the store, stabilize sales volume and introduce new products.

    4 3 16 19 21 22

12. Knowledge of the significance of brand names (national and private labels) in that they are likely to create customer preference and establish a company or product in the public mind.

    4 3 16 19 21 22

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[7] Numbers below each competency indicate number of job which requires the competency. See page 632 for job numbers.

FOOD STORE COMPETENCIES

AREA OF ADVERTISING

Knowledges and Understandings:

13. Knowledge of the types of information or events which might be of interest to the public from a public relations or publicity standpoint.

16 22

14. Knowledge of the supply of merchandise available to back up an ad effectively.

3 16 22

15. Knowledge of how to analyze past advertisements for their effectiveness and for guidance in providing information to appropriate personnel regarding the planning of future ads.

22 16 3

16. Knowledge of how to use timely advertising to help stimulate volume movement of goods.

16 3 22

18. Knowledge of how to tie together advertising, sales promotion and public relations programs in an effort to bring the food store to the attention and consideration of the largest possible number of prospective customers.

16 3 22

20. Knowledge of how to evaluate the effectiveness of various media used for merchandise being advertised.

16 22

21. Knowledge of how to use trading stamps, money games, etc. for the most advantageous promotion of the store.

16 22

22. Knowledge of how to make the best use of manufacturer's or suppliers' brochures, headquarters sales letters and pamphlets to keep customers informed of new products, new product uses and manufacturers' games and contests.

16 22 19 21

36. Knowledge of state and federal laws regarding packaging.

3 16 22

37. Knowledge of causes of product shrinkage and legal provisions for packaging those products involved.

3 16 22

FOOD STORE COMPETENCIES

AREA OF ADVERTISING

Skills:

1. Skill in keeping personnel informed of sales promotion activites within the store.

   16 3 21 22

5. Skill in correctly informing customers of the location of advertised merchandise within the store.

   16 4 3 19 21 22

6. Skill in preparing information for advertising copy that will create customer desire.

   16 22

7. Ability to use promotional, institutional or a combination of promotional and institutional advertising to best promote merchandise, services and store image.

   16 22

8. Ability to select merchandise for advertising that is seasonal and timely.

   16 22

10. Ability to prepare an advertising budget and schedule for a store which will apportion ad money for its most effective use.

    16 22

12. Skill in checking advertising proofs for corrections, omissions and additions.

    3 16 22

13. Ability to make comparison shoppings of a competitor's merchandise.

    3 16 22

15. Ability to develop and carry out store-wide promotions with significant dates or special nationally advertised events, such as,National Egg Month, National Dairy Month and Thanksgiving.

    16 22

FOOD STORE COMPETENCIES

AREA OF ADVERTISING

Skills:

17. Skill in selecting timely items and designing circulars for advertising in the local neighborhood or community.

16 22

Attitudes:

2. Attitude that good advertising will help increase sales for a food store by creating interest and desire in customers.

3 16 22

3. Attitude that an awareness of competitor's advertised merchandise - its prices and competitive selling features - is beneficial in merchandising one's own operation.

3 16 22

4. Attitude that the available quantities of advertised merchandise should be checked before an ad breaks.

16 3 22

5. Attitude that advertising helps to build customer loyalty for the store and for individual departments.

16 22

6. Attitude that advertising presells goods to the customer.

16 22 3 19 21 4

7. Attitude that advertising helps stabilize volume by maintaining interest on slow-selling days.

16 22

8. Attitude that effective advertising builds goodwill in customers.

16 22 4 3 19 21

9. Attitude that advertising can be developed to produce immediate sales or create a favorable attitude toward the store for future sales.

16 22 4 3 19 21

10. Attitude that advertising, to be effective, must be supplemented by attractive displays, well-informed and intelligent store personnel and prompt, courteous service.

3 16 4 19 21 22

FOOD STORE COMPETENCIES

AREA OF ADVERTISING

Attitudes:

11. Attitude that it is necessary to know facts about merchandise being advertised such as prices, brand names and available package sizes in order to better promote or merchandise it.

16 4 3 19 21 22

13. Attitude that newspaper advertising must be read in order to keep informed of the advertising done by one's own store and its competitors.

16 4 3 19 21 22

14. An appreciation for advertising in its role as mass seller, bringing together buyer and seller and helping promote mass distribution for an ecomony geared to mass production.

16 4 3 19 21 22

15. Attitude that past advertisements should be analyzed for their effectiveness and as a guide in planning future ads.

16 22

16. Attitude that advertising is a form of preselling - a tool which catches attention, arouses interest, creates desire and induces action.

16 22 3 19 21 4

17. Attitude that in redeeming manufacturer's coupons the store promotes customer loyalty.

19 16 22 21

18. Attitude that demonstrations of products or free samples given to customers within the store are a valuable form of promotion for both the manufacturer and the store involved.

16 22

19. Attitude that shopping carts are not only a customer convenience but are locations where signs can be placed reminding customers of advertised or featured items.

16 22

23. Attitude that advertising budgets and schedules should be based on factual information and sound judgment.

16 22

29. A feeling that the store sponsorship of certain community events, such as, Girl Scout Week and Easter Egg Hunts will stimulate customer loyalty.

16 22

FOOD STORE COMPETENCIES[7]

AREA OF COMMUNICATIONS

Knowledges and Understandings:

1. Knowledge of how to suggest changes to management.

16 4 3 19 21 22

2. Knowledge of how to use written communications in forms and reports.

16 4 3 19 21 22

3. Knowledge of the correct forms used in business letter writing.

16 22

4. Knowledge of how to address other people in a business-like manner whether they are customers, fellow employees, supervisors or management.

16 4 3 19 21 22

5. Knowledge of how to communicate to others in order to encourage them to work willingly.

16 3 21 22

8. Knowledge of the approaches which can be used in assigning duties and delegating authority so that everything is completely clear.

16 3 21 22

9. Knowledge of the situations in which to use a to use a technical language or commonly understood language.

16 3 21 22

10. Knowledge of when to keep communications confidential.

4 16 3 19 21 22

12. Knowledge of adult training classes offered for store employees and to distributive workers by the local public school system and other agencies in the community.

16 22

13. Knowledge of the important benefits, both short and long-range, derived from keeping the public as much aware of the store's image as possible.

16 22

14. Understanding that to control grievances within the organization, employees should be given timely information concerning policies and procedures.

16 3 21 22

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[7] Numbers below each competency indicate number of job which requires the competency. See page 632 for job numbers.

FOOD STORE COMPETENCIES

AREA OF COMMUNICATIONS

Knowledges and Understandings:

16. Understanding that the supervisor in his contact with new customers, new employees new vendors and new situations must bring the organization's general policies down to specifics.

    16 3 22 21

17. Understanding that communications in assigning work means a constant striving for clarity.

    3 16 21 22

18. Understanding that valuable information can be gained by reading manufacturer's wrappers, labels, directions, etc.

    16 4 3 19 21 22

19. Understanding that since interpretations placed on the spoken work vary with different people, one must be careful to speak so that correct interpretation can be made by individual listeners.

    16 4 3 19 21 22

Skills:

3. Skill in satisfactorily handling customer inquiries for general information.

    16 4 3 19 21 22

4. Skill in interpreting store policies to customers.

    16 4 3 19 21 22

6. Skill in listening to and following directions.

    16 4 3 19 21 22

7. Skill in using the terminology of distribution and developing a vocabulary descriptive of the products or services being sold.

    16 4 3 19 21 22

8. Skill in writing point-of-sale sign copy which is effective in conveying a sales message to the customer.

    16 3 22

9. Skill in effective use of speech and vocabulary.

    16 4 3 19 21 22

10. Skill in selecting and using words suitable to the nature of the product or service being sold.

    16 4 3 19 21 22

FOOD STORE COMPETENCIES

AREA OF COMMUNICATIONS

Skills:

11. Skill in interpreting management's policies to employees and employees' problems to management.

16 3 21 22

13. Skill in writing purchase orders legibly so that errors in quantities, shipping, pricing information, etc.,can be eliminated.

16 3 22

14. Skill in communicating effectively with customers, co-workers and supervisors.

16 4 3 19 21 22

16. Skill in compiling several reports into a composite report, statement or presentation for management.

16 22 3 21

18. Skill in writing grammatically correct, attention-getting advertising copy.

16 22

20. Skill in writing informative and effective business letters.

16 22

24. Ability to talk clearly and pleasantly, conveying spirit and enthusiasm in one's speech.

16 4 3 19 21 22

25. Ability to assist with training or teaching others.

16 4 3 19 21 22

26. Ability to convey directions and instructions clearly to employees.

16 3 21 22

27. Ability to conduct effective store employees meetings.

16 22

28. Ability to analyze departmental operations and report to management.

16 3 22

FOOD STORE COMPETENCIES

AREA OF COMMUNICATIONS

Attitudes:

1. Attitude that the ability to communicate skillfully in good English is essential to a person's business advancement.

   4 3 16 19 21 22

2. Attitude that poor or awkward grammar lowers store personnel and store image in the estimation of the customer.

   4 3 16 19 21 22

4. Attitude that in distributive occupations the "spoken work" is an important tool of the trade.

   4 3 16 19 21 22

5. Attitude that active membership in trade associations provides excellent opportunities for learning of trends and advanced methods in food store operations.

   16 22

6. An awareness that product knowledge and business trends can be obtained by reading trade and business journals and publications.

   4 3 16 19 21 22

7. An awareness that the voice can be used to express conviction and convey confidence.

   4 3 16 19 21 22

8. Attitude that the tone of voice can express sincere welcome and eagerness to be of service.

   4 3 16 19 21 22

9. An appreciation of the value of correct enunciation and pronunciation in speaking.

   4 3 16 19 21 22

14. Attitude that by listening "with a sensitive ear" one can often detect true sources of complaints and/or grievances among store personnel.

    16 22

15. An awareness that nothing is quite so important or contagious as enthusiasm - for the store, for the merchandise and for customers.

    3 16 22 4 19 21

16. A belief that an important phase of management's responsibility in any organization is communication.

    16 22

FOOD STORE COMPETENCIES

AREA OF COMMUNICATIONS

Attitudes:

17. A belief that communication must be a two-way process between management and employees.

3 16 21 22

18. A realization that even in the most skillfully constructed communications misinterpretations will develop.

16 22

19. A belief that management has a responsibility to keep informed of technical advances and new methods in marketing and distribution by reading trade journals and publications.

16 22

20. A realization that first impressions are important to the business and last impressions are longest remembered.

4 3 16 19 21 22

21. An awareness that certain thoughtlessly used terms or words can be misinterpreted by the listener.

4 3 16 19 21 22

22. Attitude that authorities in the field must be recognized when assembling data on a particular retailing or distributive topic.

16 22

23. A realization that gestures help convey feelings in spoken communication.

4 3 16 19 21 22

24. Attitude that attending store-wide meetings is a good way to keep informed of promotions, changing methods and the store's operating picture.

4 3 19 21 22 16

25. A belief that communications between the various departments and divisions within a store will result in a more efficient operation with mutual benefits to all.

4 3 19 21 22 16

26. A belief that since retail business organizations have many common goals and problems, they should maintain cordial, working relationships which will permit a flow of ideas among them.

16 22

27. Attitude that division or zone meetings offer an excellent opportunity to exchange and gain operations ideas and changing management viewpoints.

22

FOOD STORE COMPETENCIES

AREA OF COMMUNICATIONS

Attitudes:

28. Attitude that the "front operation" must be supplied with price lists (and price changes) on produce items not pre-priced or pre-weighed from the produce department.

    3 16 22 21

FOOD STORE COMPETENCIES[7]

AREA OF DISPLAY

Knowledges and Understandings:

1. Knowledge of how to develop copy for point-of-sale signs.

   3 16 22 4

2. Knowledge of the procedures for having point-of-sale signs printed.

   16 22 3

3. Knowledge of the uses of various types of display fixtures for the most advantageous display of merchandise.

   4 3 16 21 22

4. Knowledge of how to employ seasonal or storewide themes in displaying merchandise.

   4 3 16 22

5. Knowledge of how to prepare merchandise for display.

   4 3 16 22

6. Knowledge of the housekeeping procedures necessary for the proper upkeep of displays of merchandise.

   4 3 16 22

7. Knowledge of the various types or arrangements of displays (pyramid, stair-step, etc.) which can be used in interior displays of merchandise.

   4 3 16 22

8. Knowledge of the principles of color, harmony, balance and proportion in display construction.

   16 22 3

9. Knowledge of how to use price cards to emphasize the price of merchandise being shown.

   4 3 16 22

10. Knowledge of the ways to letter and design a simple sign.

    4 16 22

11. Knowledge of how to use backgrounds in display construction that emphasize, not detract, from the merchandise.

    4 3 16 22

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[7] Numbers below each competency indicate number of job which requires the competency. See page 632 for job numbers.

FOOD STORE COMPETENCIES

AREA OF DISPLAY

Knowledges and Understandings:

13. Knowledge of how to plan and schedule displays and display themes in advance.

16 22

14. Knowledge of how to use display-lighting techniques most effectively.

3 16 22

16. Knowledge of the best selling locations within the store or department, inside the front door, opposite the service or check-out counter and at cash register, to place the most effective displays.

4 3 16 22

17. Knowledge of the ways to use manufacturers' display aids with discretion.

16 22 3

18. Knowledge of how to use mass display in setting up displays of large quantities of merchandise.

4 3 16 22

19. Knowledge of the best arrangements for advertised merchandise on shelves, tables racks and in refrigeration cases or units.

4 3 16 22

20. Knowledge of the ways to group products according to their use for easier customer shopping.

3 16 22

21. Knowledge of how to store and record the location of display fixtures or supplies so they are accessible for future use.

16 22 3

25. Knowledgeof how to use display space such as shelves, frozen food cases, refrigeration units and racks to the best advantage.

4 3 16 19 22

26. Knowledge of how to use pre-packaging of produce, fruits and meats to insure peak freshness and protect items from excessive damage and spoilage.

16 4 3 22

27. Knowledge of how to obtain maximum customer exposure to merchandise by arranging temporary displays of featured or sale items in other than normal department locations.

16 22 3

FOOD STORE COMPETENCIES

AREA OF DISPLAY

Knowledges and Understandings:

28. Knowledge of how to use departmental signs as sales stimulators, presenting customers with product information and recipe suggestions.

4 3 16 22

29. Knowledge of how to use special displays to help balance over-stocked conditions without necessarily marking down products.

3 16 22

30. Knowledge of how to use cartons, cases and boxes effectively in building special displays.

4 16 3 22

31. Knowledge of how to create and construct special displays that will highlight merchandise effectively and encourage customers to select from them.

4 3 16 22

32. Knowledge of how to use the stacking technique, dumping technique or cut-case technique to build display.

4 3 16 22

Skills:

3. Skill in rearranging or replacing merchandise sold from interior displays.

4 3 16 22

4. Skill in selecting merchandise for display that is seasonal and timely.

4 3 16 22

5. Skill in displaying merchandise as it can be used.

4 3 16 22

6. Skill in scheduling and featuring merchandise in displays at the same time it is being advertised.

3 16 22

7. Skill in dismantling displays so that neither the merchandise nor the fixtures will be damaged.

4 3 16 22

9. Skill in planning and developing major or seasonal storewide display themes.

16 22 3

12. Skill in using mass display in setting up displays of large quantities or merchandise.

3 4 16 22

FOOD STORE COMPETENCIES

AREA OF DISPLAY

Skills:

14. Skill in using display-lighting techniques most effectively.

4 3 16 22

15. Skill in developing signs for self-service or self-selection fixtures that provide the customer with the key features and selling price of the merchandise.

4 3 16 22

17. Skill in using manufacturers' display aids with discretion.

3 16 22

18. Skill in using the best selling locations within the store or department to place effective displays.

3 16 22

19. Skill in using related item or logical grouping display to make it easier for the customer to shop.

3 16 22

21. Skill in using price cards to emphasize the price of merchandise being shown.

3 16 22

22. An ability to construct background displays that will enhance, not detract from, the merchandise.

3 16 22

23. Ability to letter and design a simple sign.

4 3 16 22

24. Skill in using color, harmony, balance and proportion in display construction.

3 16 22

26. Skill in using various arrangements of merchandise in displays.

3 16 22

27. Skill in using various types of display fixtures for the most effective display of merchandise.

3 16 22

FOOD STORE COMPETENCIES

AREA OF DISPLAY

Skills:

28. Skill in developing copy for point-of-sale signs.

    3 16 22

29. Ability to determine when to dismantle and replace major displays when the "cleaning-up" of the remaining items can best be done in a side display.

    3 16 22

Attitudes:

1. Attitude that good display of merchandise is a prime factor in developing customer's interest.

   4 3 16 22

2. Attitude that the more customer exposure merchandise has the more sales it should produce.

   4 3 16 22

3. Attitude that self-selection merchandise must be properly signed or identified for greatest ease in customer selection.

   4 3 16 22

4. Attitude that good display can be used to create an image, educate customers, introduce new products and build goodwill.

   3 16 22

5. Attitude that displays tied in with local activities or seasonal events will create a favorable impression in the community.

   16 22

6. Attitude that displays should reflect the character of the store in both quantity and quality.

   4 3 16 22

7. Attitude that displays should be changed often to maintain interest from customers.

   4 3 16 22

9. Attitude that customer traffic actually determines where merchandise should be located.

   3 16 22

10. Attitude that color plays an important part in the customer's acceptance of merchandise.

    4 3 16 22

FOOD STORE COMPETENCIES

AREA OF DISPLAY

Attitudes:

11. Attitude that prime interior display space should not be used to dispose of slow-selling merchandise.

    3 16 22

14. Attitude that an item of merchandise should be alloted shelf space based on its sales volume.

    4 3 16 22

15. Attitude that special displays can create a favorable price-image in the minds of the customers.

    3 16 22

19. Attitude that the preparation for and setting up of displays must be supervised and approved for adherance to store promotional policies.

    4 3 16 22

21. Attitude that supplier representatives can often be helpful in suggesting or designing new display arrangements for products.

    3 16 22

23. Attitude that good display (or visual merchandising) plays a major role in the volume movement of goods.

    4 3 16 22 19 21

24. Attitude that increased traffic from advertising, special promotions and sales can only be retained by the store presenting and displaying its products in a manner both pleasing and easy for the customer to shop.

    16 22 3

FOOD STORE COMPETENCIES[7]

AREA OF HUMAN RELATIONS

Knowledges and Understandings:

1. Knowledge of how to get results through people by practicing effective human relations.

   3 16 21 22

2. Knowledge of the factors which appear to affect employee morale.

   3 16 21 22

3. Knowledge of how to dress appropriately for the job and maintain a well-groomed appearance.

   4 3 16 19 21 22

4. Knowledge of how to build morale in employees.

   3 16 21 22

5. Knowledge of how to recognize the accomplishments of others.

   3 16 21 22 4 19

6. Knowledge of how to develop and maintain a pleasant working environment.

   4 3 16 19 21 22

7. Knowledge of how to be orderly and systematic.

   4 3 16 19 21 22

8. Knowledge of how to show an interest in others.

   4 3 16 19 21 22

9. Knowledge of how to build sound working relationships in "forced" associations.

   3 16 21 22 4 19

10. Knowledge of how to motivate others for best performance.

    3 16 22 21

11. Knowledge of the evidences of poor morale - high personnel turnover, numerous grievances, increased absenteeism and tardiness, restriction of output, etc.

    3 16 21 22

12. Knowledge of morale as being the term frequently used to describe employee attitude toward their jobs, employer and fellow employees.

    4 3 16 19 21 22

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[7] Numbers below each competency indicate numbers of job which requires the competency. See page 632 for job numbers.

FOOD STORE COMPETENCIES

AREA OF HUMAN RELATIONS

Knowledges and Understandings:

13. Understanding that supervisors or managers accomplish results by encouraging employees to work toward mutually beneficial objectives.

    3 16 21 22

14. Understanding that a positive attitude is usually reflected in one's work.

    4 3 16 19 21 22

15. Understanding that the supervisor must help new employees adjust to their jobs, seeing that they are trained for the job and that they become acquainted with fellow employees.

    3 16 21 22

16. Understanding that human relations in the retail organization consists of an interdependence with fellow employees, supervisors and customers.

    4 3 16 19 21 22

17. Understanding that personnel usually understand and comply more readily with policies and procedures which they have helped develop.

    3 16 21 22

18. Understanding that employees will comply more readily with policies they understand.

    3 16 21 22

20. Knowledge of the ways to effectively handle difficult customers.

    4 3 16 19 21 22

Skills:

1. Skill in developing and maintaining harmonious relationships with other employees.

    4 16 3 19 21 22

2. Skill in sponsoring new employees in the store.

    4 3 16 19 21 22

3. Skill in working cooperatively with fellow employees, supervisors and management and being aware of their needs and motivations.

    4 3 16 19 21 22

4. Skill in maintaining an objective point of view in problem situations.

    4 3 16 19 21 22

FOOD STORE COMPETENCIES

AREA OF HUMAN RELATIONS

Skills:

5. Skill in maintaining good health for effective job performance.

4 3 16 19 21 22

6. Skill in developing personality traits necessary for successful job performance.

4 3 16 19 21 22

7. Skill in representing the business favorably to customers and outside business associates.

4 3 16 19 21 22

8. Skill in adapting to the personality and needs of customers.

4 3 16 19 21 22

9. Skill in avoiding misrepresentations of people, products and policies.

3 4 16 19 21 22

10. Skill in selecting the right person to do a job, giving clear instructions and following up on instructions to see that they are properly carried out.

3 16 22 21

11. Skill in interviewing employees regarding corrections and grievances.

16 22

13. Skill in training employees and following-up on the effectiveness of training.

3 16 21 22

14. Skill in exercising self-control during trying situations.

4 3 16 19 21 22

15. Skill in accepting criticism and turning it into a character-building element.

4 3 16 19 21 22

16. Skill in demonstrating initiative and creativity.

3 16 22 4 21 19

17. The ability to determine which applicants shall be employeed in order to best carry out business objectives.

16 22

18. The ability to follow-through on the initial experiences of new employees, determining whether they are to be retrained transferred or released.

3 16 21 22

FOOD STORE COMPETENCIES

AREA OF HUMAN RELATIONS

Skills:

19. The ability to evaluate the abilities, interests and performance of employees in relation to possible advancement.

    3 16 21 22

20. Ability to capitalize on the talents and attributes of employees both to their benefit and that of the store's.

    3 16 21 22

21. Skill in adjusting to change.

    4 3 16 19 21 22

22. The ability to understand one's self.

    4 3 16 19 21 22

23. Skill in generating enthusiasm toward people.

    4 3 16 19 21 22

Attitudes:

1. Attitude that the store's personnel policies are established for the benefit of the store and the employee.

   4 3 16 19 21 22

2. Attitude that next to job performance, human relations is an employee's greatest responsibility.

   4 3 16 19 21 22

3. Attitude that the worker's satisfactory job performance includes not only what he does, but also how he influences other people, whether good or bad.

   4 3 16 19 21 22

4. Attitude that employee morale is a primary responsibility of management.

   16 22

5. A belief that honesty and integrity are personality traits necessary in job situations, such as record-keeping, time-keeping and stockkeeping, in addition to working with money.

   4 3 16 19 21 22

6. An awareness that understanding others and one's self is basic to working harmoniously together.

   16 4 3 19 21 22

FOOD STORE COMPETENCIES

AREA OF HUMAN RELATIONS

Attitudes:

7. Attitude that leadership concentrates on effective relationships with others, but is oriented toward making progress and achieving goals.

   16 22

8. A feeling that the effective supervisor must be a leader - whose job is to achieve results through other people.

   3 16 21 22

9. An awareness that an employee must be willing to accept and adjust to change.

   4 3 16 19 21 22

10. An awareness of the necessity to perform tasks in addition to job responsibilities when situations necessitate.

    4 3 16 19 21 22

11. A belief that a supervisor should set an example of personal work habits and character which employees can emulate.

    3 16 21 22

12. An awareness that good personal appearance helps create effective customer impressions.

    4 3 16 21 22 19

13. A feeling that good human relations within a company build good public relations.

    3 16 21 22

14. An awareness that good human relations improve employee morale by encouraging cooperation, generating happiness and creating harmony.

    3 16 21 22

15. An awareness that good human relations helps increase production by stimulating interest and creativeness in employees.

    3 16 21 22

16. An awareness that properly kept personnel records can create good employee relations and increase morale.

    16 22

17. An awareness that creativity among store personnel should be rewarded.

    3 16 21 22

18. A willingness to accept and put into practice the planned policies and procedures of management.

    3 16 21 22

FOOD STORE COMPETENCIES

AREA OF HUMAN RELATIONS

Attitudes:

19. An awareness that good human relations depends on the personality factor and the adjustment of personalities.

    3 16 21 22

20. A realization that employees' ideas often prove beneficial when incorporated into business operations.

    3 16 21 22

21. A realization that employee morale is influenced by the supervisor's attitude.

    3 16 21 22

22. Attitude that the store's participation in local community fund-raising events, such as, the United Fund Drive usually creates goodwill toward the store from the public.

    16 22

23. A recognition that training contributes to the understanding by supervisors of personnel management and other managerial functions which they must perform.

    3 16 21 22

24. An awareness that motivation is closely connected with communication.

    3 16 21 22

27. A recognition of the need for joining and participating in meetings and activities which will improve personal and professional development.

    4 3 16 19 21 22

FOOD STORE COMPETENCIES[7]

AREA OF MATHEMATICS

Knowledges and Understandings:

1. Knowledge of how to adjust pricing errors on merchandise and record such errors in markup or markdown records.

3 16 22

2. Knowledge of the store's operating expenses including such expenses as buying expenses, promotional expenses, utilities and transportation supplies.

16 22 3

4. Understanding that a store's gross margin should cover operating expenses and provide a percentage of profit.

16 22

5. Knowledge of the procedures and factors included in the retail and/or cost method of inventory.

16 22 3

6. Knowledge of how to read and interpret a store profit and loss statement.

16 22

7. Knowledge of mathematical manipulations up to and including first degree algebraic expressions.

4 3 16 19 21 22

8. Knowledge of how to determine a cash register error, the amount and how to correct it on the proper form.

4 3 16 19 21 22

9. Knowledge of how to maintain proper records of cash received and bank deposits to prevent losses.

16 21 22

10. Knowledge of break-even points by departments.

16 22

Skills:

1. Skill in multiplying and extending figures with facility.

4 3 16 19 21 22

2. Skill in adding columns of figures with facility.

4 3 16 19 21 22

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[7] Numbers below each competency indicate number of job which requires the competency. See page 632 for job numbers.

FOOD STORE COMPETENCIES

AREA OF MATHEMATICS

Skills:

4. Skill in reading and interpreting self computing scales that speed up mathematical procedures such as tax computation charts.

   1 3 16 19 21 22

5. Skill in balancing cash and totaling sales at end of day.

   16 19 21 22

6. Skill in computing local, state and federal taxes which must be applied in the sale of goods.

   19 21 22 16

8. Skill in figuring markup percent on individual items, on merchandise orders and merchandise carried in stock throughout a deisgnated period.

   16 22 3

9. Skill in determining billed costs of merchandise after figuring quantity and trade discounts which the manufacturer offers.

   16 22

11. Skill in analyzing charts and graphs and interpreting the data.

   16 22

12. Skill in keeping stock control books, posting prices, price changes, item codes, etc.

   16 3 22

14. Skill in quickly figuring the possible retail price for an item of merchandise when quoted its cost price.

   16 22 3

15. Skill in making change and using the cash register.

   19 21 22 16

16. Skill in selecting and analyzing pertinent factors from a statistical or written report.

   16 22

18. Skill in accurately calculating on a cash register the exact amount of a customer's purchase.

   19 21 16 22

19. Skill in setting prices on goods and services that will cover the cost of operation and yield a profit.

   16 22

FOOD STORE COMPETENCIES

AREA OF MATHEMATICS

Skills:

21. Skill in using and translating percentages with facility.

4 3 16 19 21 22

23. The ability to maintain mathematically correct stock control records.

16 3 22

24. Skill in figuring turnover and interpreting its relationship to store operating profits.

16 22

26. Skill in quickly determining the correct amount of trading stamps to issue with a customer's purchase.

16 19 21 22

28. Ability to determine the price of merchandise being purchased in a lesser quantity than that originally multiple-priced.

3 16 19 21 22

30. Ability to make change quickly and accurately.

16 19 22

31. Ability to calculate the reimburseable amount for returned bottles.

16 19 21 22

32. Skill in preparing cash drawers for check-out registers,allowing quantities of change and bills needed for various traffic periods.

19 21.

33. Ability to balance cash drawers against register readings.

19 21 22 16

Attitudes:

1. Attitude that carefully calculating the exact amount of a customer's purchase will prevent inventory shortages.

19 21 22 16

5. Attitude that careful use of the cash register will prevent inventory and money shortages.

16 22 21 19

6. Attitude that adequate turnover is closely related to operating profits.

16 22 3

FOOD STORE COMPETENCIES[7]

AREA OF MERCHANDISING

Knowledges and Understandings:

1. Knowledge of the store's price line structure and pricing policies.

   4 3 16 19 21 22

2. Knowledge of the ways prices psychologically affect consumers.

   4 3 16 19 21 22

3. Knowledge of federal and state laws applicable to pricing.

   16 22

4. Knowledge of how to analyze and interpret past sales records and performance in planning future sales and making purchases.

   16 22

5. Knowledge of the uses of forms and records necessary in inventory control.

   4 3 16 22

6. Understanding that stock counts are taken for inventory control purposes and for ordering purposes.

   4 3 16 22

7. Knowledge of available resources, supplies and producers.

   16 22

11. Knowledge of the store's methods or procedures for changing retail stock prices up or down.

    4 3 16 22

14. Knowledge of the typical vendors' terms, dating and discounting procedures serving the food store.

    16 22

15. Knowledge of how to locate and use information on economic indicators or changes in consumer behavior or demands to forecast expected sales.

    22

17. Knowledge of how to determine and interpret current trends in sales, customer buying habits, etc.

    16 22

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[7] Numbers below each competency indicate number of job which requires the competency. See page 632 for job number.

FOOD STORE COMPETENCIES

AREA OF MERCHANDISING

Knowledges and Understandings:

18. Knowledge of the reasons for making returns of merchandise to suppliers.

4 3 16 22

19. Knowledge of the procedures involved in a merchandise count for physical inventory.

4 3 16 19 21 22

21. Knowledge of the ways to negotiate with manufacturers, producers, wholesalers, or distributors for the most advantageous advertising or promotional aid.

22

23. Knowledge of the ways to stimulate sales with timely advertising, markdowns, special sales, etc.

16 22

24. Knowledge of the ways to best use product information or merchandise training sessions provided by manufacturers to keep personnel up-to-date and customers well-informed.

16 22

25. Knowledge of the factors such as transportation, discounts, etc. in addition to cost price of merchandise which affect the retail price of merchandise.

16 3 22

26. Knowledge of the differences between the cost method and the retail method of inventory - the advantages and limitations of each.

16 22

28. Knowledge of stock quantities necessary for seasonal or year-round selling.

16 22

31. Knowledge of the store's procedures for recording markups and markdowns, additional markups and markup and markdown cancellations.

16 3 22

35. Knowledge of how to use price list order procedures.

3 16 22

36. Knowledge of how to anticipate and buy related items that will contribute to maximum sales of basic stock items. (Example: aluminum foil, dressing mix, cranberry sauce for Thanksgiving turkey).

3 16 22

FOOD STORE COMPETENCIES

AREA OF MERCHANDISING

Knowledges and Understandings:

37. Knowledge of how to take advantage of seasonal price changes in products, pricing items promotionally at the most advantageous time.

16 3 22

Skills:

1. Skill in placing reorders as soon as the need is discovered to assure depth of stock in wanted merchandise.

3 16 22

2. Skill in interpreting consumer demand as it applies to merchandise throughout the store.

3 16 22

3. Skill in keeping up-to-date on trends through trade journals, central buying aids, etc.

16 22 3

4. Skill in maintaining a close relationship between stocks and sales.

16 3 22

5. Skill in considering the promotional possibilities of merchandise and making preliminary promotional plans when ordering merchandise.

16 22 3

6. Skill in keeping informed of competitive conditions in the market area which the store serves.

16 22

7. The ability to use the company's order books.

3 16 22

8. Skill in making quality comparisons when buying merchandise for a particular classification.

3 16 22

10. Skill in taking accurate stock counts of merchandise for ordering, inventory or unit book control correction purposes.

16 4 3 19 21 22

12. An ability to correctly change the prices of merchandise up or down.

16 4 3 22

FOOD STORE COMPETIENCIES

AREA OF MERCHANDISING

Skills:

14. The ability to determine the quantity of merchandise to buy when purchasing new merchandise or reordering basic stocks.

    16 3 22

15. Skill in determining stock quantities necessary for seasonal or staple items.

    16 22

18. Skill in negotiating with manufacturers for the most advantageous advertising or promotional aid.

    16 22

20. Skill in making effective use of current trends in sales, customer buying habits, etc.

    16 22

22. Skill in using timely advertising, markdowns, special sales, and sales force incentives to stimulate sales.

    16 22 3

25. Ability to use information on economic indicators to forecast expected sales.

    16 22

27. Skill in analyzing and interpreting past sales records and performance in planning future sales and amounts to order.

    16 22

28. The ability to determine the psychological effect of prices on a customer.

    3 16 22

29. Skill in using the retail method of inventory.

    16 22

31. The ability to participate in merchandise counts for physical inventories.

    16 4 3 19 21 22

33. Skill in interpreting vendors' terms and discounting policies.

    16 22

FOOD STORE COMPETIENCIES

AREA OF MERCHANDISING

Skills:

34. Skill in using forms and records necessary in inventory control.

16 4 3 19 21 22

36. Skill in comparing merchandise costs and other factors affecting the retail price.

3 16 22

40. Ability to distinguish quality and value when buying produce, fruits, meats, etc.

4 3 16 22

Attitudes:

1. Attitude that stockkeeping errors or losses affect company profits.

4 3 16 19 21 22

2. Attitude that complete assortments of wanted merchandise must be maintained at all times to stimulate best sales.

3 16 22

3. Attitude that department heads must be kept informed of low quantity points of staple stocks.

4 19 3 16 22

4. Attitude that one must keep informed of manufacturers' or resources' products and lines of merchandise which can be valuably used by the food store retailer.

16 22

7. Attitude that a department head who spends as much time as possible on the selling floor maintains a customer contact which is necessary for a good merchandising job.

3 16 22

9. Attitude that a balanced stock is the basis of good merchandising in that maximum volume, customer goodwill, satisfactory profit, minimum investment and rapid turnover can be achieved.

3 16 22

11. Attitude that before ordering merchandise its salability (past,present, and potential), comparative market value, competitive elements and amount of stock on hand and on order must be considered.

3 16 22

FOOD STORE COMPETENCIES

AREA OF MERCHANDISING

Attitudes:

12. Attitude that merchandise packaging possibilities such as the promotional features, increased salability, and adaptability to present department fixtures must be considered at the time of purchase.

    16 22

15. Attitude that the customer the store serves is the determining factor in ordering merchandise.

    16 3 22

16. A belief that if the store is to get its share of the business it its market area, merchandise must be bought and sold at competitive prices.

    16 3 22

18. Attitude that central office representatives, wholesale suppliers, etc. are a source of market, product and consumer information.

    3 16 22

20. Attitude that one must be constantly alert to discover "hot items" and follow through with additional merchandising and promotional activities.

    16 22

21. Attitude that one must be always aware of incorrectly priced items since food store prices change frequently and quickly.

    4 3 16 22 19 21

22. Attitude that produce must be constantly check for spoilage, either disposing of or reducing the price on spoiled items.

    16 4 3 22

23. Attitude that quick remedial action such as special pricing or display of distressed produce items can often prevent lost profits.

    3 16 22

24. Attitude that "in-store merchandising" includes product selection, variety arrangement, plus the promotion and presentation of those products.

    16 3 22

FOOD STORE COMPETENCIES[7]

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

11. Knowledge of how to maintain a working environment where employees can have a sense of security and reasonable freedom from worry.

3 16 21 22

12. Knowledge of how to help each employee have a feeling of pride in his company and the worthwhileness of his work.

3 16 21 22

13. Knowledge of the ways to make job orientation for new employees friendly, skillful and adequate.

3 16 21 22

14. Knowledge of the methods of training which can be used such as telling, showing, demonstration and dramatization.

3 16 21 22

15. Knowledge of how to plan workforce budgets and schedule employee working hours, lunch hours and reliefs.

16 22

16. Understanding that a personnel organization by showing lines of authority and responsibility can be used in hiring and training as well as in increasing employee morale.

16 22

17. Knowledge of the store's procedures for evaluating employees.

16 22 3 4

18. Knowledge of how to use the store's policies for making decisions on hiring, promoting or dismissing employees.

22

19. Knowledge of the qualifications set up for recruiting new employees.

16 22

20. Knowledge of local and national economic factors such as strikes, demonstrations, etc. which may influence one's business.

16 22

21. Knowledge of the functions of store maintenance.

4 3 16 19 21 22

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[7] Numbers below each competency indicate number of job which requires the competency. See page 632 for job number.

FOOD STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

22. Understanding that proper care of store equipment and proper stock arrangements can help prevent accidents.

    4 3 16 19 21 22

23. Knowledge of how to develop a storewide budget.

    22

24. Understanding that although management plans expense control budgets, the actual control must be carried out by the cooperative effort of all store employees.

    4 3 16 19 21 22

25. Understanding that seemingly small savings in some expense areas can mean a substantial gain in profits.

    4 3 16 19 21 22

26. Understanding that careful use of supplies will help control expenses.

    4 3 16 19 21 22

28. Knowledge of how to authorize customer checks according to the store's policy.

    16 19 21 22

29. Understanding that telephone order services not only build good will but also help increase sales.

    16 22

32. Knowledge of the ways to develop department or store arrangements of merchandise in terms of expense of floor or shelf space.

    3 16 22

33. Knowledge of the factors which influence store arrangement and layout.

    16 22

35. Knowledge of the factors which influence both the area and site location of retail stores.

    16 22

36. Knowledge of the most efficient methods to bag and/or pack food items in customers' purchases.

    4 3 16 19 21 22

FOOD STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

38. Understanding that prepackaging of merchandise by either the retailer or the manufacturer helps by speeding up selling service, reducing damages and handling costs, and eliminating packing activities.

4 3 16 19 21 22

39. Knowledge of how to "close out" the check-out station at the end of a day.

16 19 21 22

40. Knowledge of how to record state sales taxes.

19 21 16 22

41. Knowledge of procedures for reporting and handling damaged merchandise.

4 3 16 19 21 22

42. Knowledge of how to requisition and obtain supplies needed by the store.

4 3 16 19 21 22

44. Knowledge of the amount on-hand of various items that is considered an adequate supply.

4 3 16 22

45. Knowledge of how to check merchandise in against an invoice.

4 3 16 22

46. Knowledge of how to handle incorrect amounts or types of merchandise received.

4 3 16 22

49. Knowledge of the procedures for reporting transportation damages and merchandise shortages.

3 16 22

50. Knowledge of how to follow-through on non-delivered or lost merchandise.

16 22

52. Knowledge of how to stamp prices on various kinds of products.

4 3 16 22

FOOD STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

58. Knowledge of how to contend with cases of shoplifting according to the firm's policies and procedures.

4 3 16 19 21 22

59. Knowledge of how to handle employee complaints and grievances, maintaining an objective point of view.

16 22

67. Knowledge of how to take care of employees' or customers' accidents in the store.

4 3 16 19 21 22

68. Knowledge of how to interview potential employees, obtaining all necessary data and offering them information concerning the business - its operation and policies.

16 22

69. Knowledge of customer service control in the front-end operation (or checkout point).

16 22 19 21

70. Knowledge of the names and purposes of significant professional associations - local, state and national - that are of interest to retail management.

16 22

71. Knowledge of how to use records to analyze and supervise the work of employees at different levels.

16 22

72. Knowledge of how to manipulate the number and brands of items stocked, their location in the store, and the size of their display in order to maximize the net profit.

16 22

73. Knowledge of how to control expenses in order to provide the highest possible profit.

22

74. Knowledge of how to check on turnover, prices, etc. for best shelf and floor space management.

3 16 22

FOOD STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

75. Knowledge of how to properly handle records for the effective control of the store's operation.

22

76. Knowledge of how to unload delivery trucks quickly and efficiently, placing items in their proper position in the stock area.

4 3 16 22

81. Knowledge of the intangibles of business such as human relations factors, long-run economic factors, innovations, etc. which may influence business.

16 22

Skills:

12. Skill in selecting and using the methods of training best suited to individual situations.

3 16 22

13. An ability to make job orientation for new employees friendly, skillful and adequate.

3 16 22

14. Skill in carefully selecting and placing employees in jobs which they are physically, mentally and emotionally equipped to perform.

16 22

15. An ability to select those persons most nearly qualified for employment when recruiting potential employees.

16 22

16. Ability to observe and evaluate the operations of similar stores in an attempt to increase efficiency in one's own store operation.

16 22

17. Ability to determine in various situations the most efficient way to get the job accomplished.

4 3 16 19 21 22

18. Skill in handling and caring for store equipment.

16 4 3 19 21 22

FOOD STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Skills:

19. The ability to locate or place stock and fixtures within departments to facilitate customer service, increase merchandise protection, eliminate employee and customer hazards and permit ease of restocking.

    4 3 16 22

21. Skill in recognizing and handling shoplifting.

    16 4 3 19 21 22

25. Skill in determining the priority for processing (in receiving and marking) merchandise.

    16 3 22

26. Skill in keeping informed of new developments in receiving and marking methods and facilities, adapting those that will prove beneficial to the store.

    22

28. Skill in following through on non-delivered or lost shipments.

    3 16 22

29. Skill in handling incorrect amounts or types of merchandise received.

    3 16 22

30. Skill in accurately checking merchandise in against an invoice.

    16 4 3 22

31. Skill in stamping prices on various types of merchandise.

    4 3 16 22

34. Skill in planning work force budgets and scheduling employee working hours, lunch hours and reliefs.

    16 22

36. Skill in maintaining proper records of store operations.

    16 22

FOOD STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Skills:

37. Skill in determining, setting up and interpreting to employees those store policies and procedures that will be most beneficial to store personnel and to the operation of the business.

16 22

38. Skill in keeping informed of developments and trends that will affect present and future food store operations.

16 22

39. Skill in keeping informed of state, federal, and local laws concerning store operations.

22

43. Skill in conducting periodic store employee meetings to promote the highest possible group effort and spirit.

16 22

44. Ability to anticipate changes in customer shopping habits, changes in local market conditions, etc. that will demand changes in ordering, operations and personnel scheduling.

16 22

45. Skill in planning and organizing work.

16 3 22

46. Ability to determine when newly-received produce is of an unsatisfactory quality and should be returned to the supplier or warehouse.

3 16 22

47. Ability to keep informed of new developments and improvements in equipment and supplies and adapt those to the business that will prove most profitable.

22

48. Skill in using scales and skids in processing meats, produce, etc.

4 3 16 22

49. Ability to distinguish proper quality and freshness when checking in shipments of produce, fruit, meats, etc.

3 16 22

FOOD STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Skills:

50. Skill in avoiding mechanical breakdowns by setting up a sound maintenance program and adhering to it.

16 22

51. Ability to tactfully identify mistakes employees have made and help them constructively correct them.

3 16 22

56. Ability to determine when additional employees are needed in order to accomplish desired business objectives.

16 22

Attitudes:

6. A belief that each employee should be made to feel his efforts are really appreciated.

3 16 21 22

7. A belief that careful and thoughtful consideration should be given to the probable effect each rule, notice and practice will have on the feelings of all concerned.

3 16 21 22

8. A belief that employees should have a part in planning those things which affect their working conditions.

16 3 21 22

9. A belief that there should be a constant and intelligent effort on the part of management to be absolutely fair in every policy and every practice.
16 3 21 22

10. Attitude that conditions should be such that working proves to be a satisfying social experience as well as a means of making a livelihood.

16 3 21 22

11. A belief that efficient individual workers and an organization that functions smoothly are usually outcomes of effective employee training.

3 16 21 22

12. Attitude that store personnel must be continuously informed of new products, business methods and policies and procedures through individual or group training.

16 22

FOOD STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Attitudes:

14. Attitude that it is management's responsibility for providing job knowledge and incentive through training.

16 22

15. Attitude that management, supervisors and employees require a framework of policies and procedures within which to operate.

16 4 3 19 21 22

16. Attitude that a well-kept store is a primary means of attracting and holding business.

16 4 3 19 21 22

17. A belief that employees must be trained with regard to safety measures and accident prevention.

16 3 22 21

18. A realization that expenses are an influential factor in operating profitably.

16 3 22

19. An awareness that customer facilities help meet competition, encourage one-stop shopping and attract customers to the store.

16 22 4 3 19 21

20. An awareness that some special customer services and accomodations build customer goodwill and help increase sales.

4 3 16 19 21 22

23. An appreciation of the importance of location to the success of a store.

4 3 16 19 21 22

24. An awareness that a personnel organization enables the policies of the firm to be carried out and enables each person employed to make a contribution to its successful operation.

4 3 16 19 21 22

25. Attitude that lines of authority should be followed, so that a department head or supervisor's position may not be weakened by management dealing directly with employees on matters that are logically in the supervisor's domain.

3 16 21 22

FOOD STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Attitudes:

26. An awareness that to prevent shortages, merchandise being returned to the central warehouse must be correctly recorded in inventory control records.

3 16 22

27. Attitude that complete records should be kept of all incoming merchandise for store protection.

4 3 16 22

28. A belief that a plan of recruitment is necessary to fill the job openings within a retail store.

16 22

29. Attitude that employee morale can be maintained and payroll savings brought about by carefully scheduling and budgeting employee working hours.

3 16 21 22

30. Attitude that attention must be paid to state and local laws regulating the hiring of minors, the use of women for certain jobs, wages and hours and health examinations.

16 22

31. Attitude that management must be continuously aware of promotional and transfer possibilities among store personnel in successfully filling job vacancies.

16 22

32. Attitude that since the future of the business is dependent upon the quality of future managers, a definite program for recruitment and development of future managerial personnel should be a part of every business.

22

34. Attitude that a good supervisor must also be an effective teacher or trainer.

3 16 21 22

42. Attitude that brands whether national or private must be constantly analyzed for profit production.

16 22

43. Attitude that empty cases, cartons, etc. should be quickly cleared from aisles to prevent customer and employee accidents.

4 3 16 22

FOOD STORE COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Attitudes:

44. Attitude that wage schedules and job classifications should be followed closely for best personnel management and for adherence to union contracts.

    16 22

45. Attitude that customer relations can be maintained at a high level by scheduling personnel for adequate check-out coverage.

    16 21 22

46. Attitude that although price heads the list of reasons housewives give for starting to trade at a store, quality, variety, and human relations encourage her to continue trading there.

    16 22

47. Attitude that an understanding of products' profit contributions helps in determining which items to feature and in allocating prime space and locations.

    22 16 3

48. Attitude that careful scheduling and organization of workloads helps maintain high employee morale and work performed according to schedule.

    16 22

49. Attitude that management must be constantly aware of and willing to take remedial action in such problem areas as inventory shrinkage, high personnel turnover, high variable expenses and low margin.

    16 22

50. Attitude that damaged or spoiled merchandise must be kept at a minimum to protect the store's profit picture.

    4 3 16 19 21 22

51. Attitude that when adding customer services, each must be analyzed in terms of profit.

    16 22

52. Attitude that employees must be made aware of sales, profits, margins, expenses, etc., in order to gain their cooperative effort in striving for best possible profits.

    16 22

53. Attitude that established methods should be constantly questioned and new ideas incorporated to improve service to the customer.

    3 16 21 22

FOOD STORE COMPETENCIES

AREA OF OPERATION AND MANAGEMENT

Attitudes:

54. Attitude that employees must be made alert to property protection and store security by supplying them information concerning fire and general safety regulations and procedures.

    16 22

55. Attitude that in order to be best prepared for future management responsibilities trainees must be willing to work and train in various capacities within a store operation.

    16 22

56. Attitude that time spent training assistant managers (potential store managers) is worthwhile to the future of the business.

    22

57. Attitude that an awareness of consumer buying motivations is especially helpful in planning space allocations, display units and sales promotion.

    16 22

58. Attitude that the interests of the business can be effectively promoted by active participation in merchants' associations and local community project activities.

    22

61. Attitude that it is necessary to take certain business risks in order to incorporate improved operations and increase business.

    16 22 3

FOOD STORE COMPETENCIES[7]

AREA OF PRODUCT AND SERVICE TECHNOLOGY

Knowledges and Understandings:

3. Knowledge of the ways to show that an item or product is suited for the purpose the customer has in mind.

4 3 16 22

4. Knowledge of the sources of product information such as the product itself, labels, leaflets, box covers, etc.

4 3 16 22 19 21

6. Knowledge of the ways to handle merchandise when placing it in stock or on display as well as how to keep it clean.

4 16 3 19 22 21

7. Knowledge of the various locations of merchandise throughout the store.

16 4 3 19 21 22

8. Knowledge of the various sizes, weights and prices in which merchandise is available.

16 4 3 22

9. Knowledge of substitute items that are used for formerly well-known products, what they are substitutes for and superior points of the substitute.

4 3 16 22

10. Knowledge of the uses of specific products and differences between similar items.

16 4 3 22

11. Knowledge of the values of advertising information to food store employees.

16 4 3 19 21 22

15. Knowledge of current product trends and innovations, etc.

16 4 3 22

16. Knowledge of product features and customer acceptance of competing products.

16 3 22

17. Knowledge of protective measures behind standards, grades and labels.

4 3 16 19 21 22

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[7] Numbers below each competency indicate number of job which requires the competency. See page 632 for job number.

FOOD STORE COMPETENCIES

AREA OF PRODUCT AND SERVICE TECHNOLOGY

Knowledges and Understandings:

18. Understanding that grades may be expressed by letters or words.

    16 4 3 19 21 22

19. Understanding that labels taking the form of tags, stamps, wrappers, etc. identify products as to their content.

    16 4 3 19 21 22

20. Understanding that brand or trade names identify products by producer or distributor.

    16 4 3 19 21 22

21. Understanding that brand or trade names are an advertising device used to encourage customer retention.

    16 4 3 19 21 22

22. Understanding that standardization provides a basis upon which grading can be determined and aids customers in buying goods and services to fit their needs.

    16 4 3 19 21 22

23. Knowledge of various governmental, state and local laws regarding standards.

    16 22

24. Knowledge of the provisions in the Pure Food, Drug and Cosmetic Act.

    16 22

25. Knowledge of Federal Trade Commission protective measures as they apply to various products.

    16 22

26. Knowledge of the various agencies that give protection to the customer in his buying.

    16 4 3 19 21 22

33. Knowledge of how to determine top quality produce, sorting lesser qualities into lower grades.

    4 3 16 22

FOOD STORE COMPETENCIES

AREA OF PRODUCT AND SERVICE TECHNOLOGY

Skills:

1. Skill in analyzing a product in relation to current trends so that a better job of sales promotion can be done.

   3 16 22

2. Skill in knowing what to look for when making comparison shoppings of competitor's merchandise.

   16 22 3

3. Skill in analyzing items returned as unsatisfactory by customers to determine reasons for poor performance.

   3 16 22

5. Skill in keeping an accurate record of the supply of items on hand and/or the amount to reorder.

   16 3 22

6. Skill in expressing customer benefits that accompany merchandise selling features.

   4 3 16 22

9. Skill in using a knowledge of the features, customer acceptance and points of superiority of competing products.

   16 4 3 22

10. Skill in interpreting merchandise label information and directions to customers.

    4 3 16 19 22

11. Skill in using facts from merchandise advertisements when answering customer questions.

    4 3 16 19 22

14. The ability to use information concerning grades when answering customers' questions.

    4 3 16 22

15. The ability to help a customer buy intelligently with the use of stamps, tags, wrappers, etc. attached to merchandise.

    16 4 3 19 22

18. The ability to use brand or trade names to help customers identify and select products or merchandise.

    4 3 16 19 22

20. Ability to translate merchandise label information into customer benefits.

    4 3 16 19 22

FOOD STORE COMPETENCIES

AREA OF PRODUCT AND SERVICE TECHNOLOGY

Attitudes:

1. Attitude that a continual program of training and retraining employees with product and service knowledge must be carried out.

   16 22 3

2. Attitude that a familiarity with trade journals will supplement product, merchandise and services knowledge as well as identify current bussiness trends.

   4 3 16 19 21 22

3. Attitude that a food store employee must have sufficient knowledge of the merchandise handled in order to answer a customer's questions satisfactorily.

   16 4 3 19 22 21

4. Attitude that adequate merchandise knowledge creates in the food store employee enthusiasm for his work and adds to his self-confidence.

   16 4 3 19 21 22

6. Attitude that merchandise or product information is obtainable from customers, competitors, sales representatives, producers, fellow employees and supervisors.

   16 4 3 19 21 22

8. A belief that adequate merchandise information will help increase sales and promote better customer relations.

   16 4 3 19 21 22

9. A belief that adequate merchandise information will build customer confidence in the merchandise as well as the store.

   16 4 3 19 21 22

10. Attitude that specific merchandise information may be found in advertisements.

    4 3 16 19 21 22

11. Attitude that merchandise information can be gained by handling merchandise and by using it.

    4 3 16 22

14. Attitude that a customer's food purchase must be carefully bagged to protect frozen items, soft packages, perishables, etc.

    19 21 22

FOOD STORE COMPETENCIES[7]

AREA OF SELLING

Knowledges and Understandings:

1. Knowledge of the ways to show or display merchandise to create interest and desire in customers.

   4 3 16 22 19 21

5. Knowledge of how to merchandise related items or pre-package larger quantities in order to increase the amount of the purchase.

   4 3 19 21 22

6. Knowledge of how to merchandise to serve local customer buying habits and customs.

   16 4 3 19 22

12. Knowledge of how to operate a cash register correctly.

   16 19 21 22

13. Knowledge of how to handle items of merchandise being returned by a customer for exchange or cash refund.

   16 4 3 19 21 22

14. Knowledge of how to make change and count it back to the customer.

   19 21 22 16

19. Knowledge of the ways to handle customer complaints according to store policy.

   4 3 16 19 21 22

22. Knowledge of department and merchandise locations within the store.

   4 3 16 19 21 22

24. Understanding that customer loyalty can be built with friendly service.

   4 3 16 19 21 22

25. Understanding that stock shortages and overages are created by ringing an incorrect amount for an item on the cash register or ringing the sale onto the wrong department key.

   16 19 21 22

28. Knowledge of how to process checks received in payment for merchandise purchased.

   16 19 21 22

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[7] Numbers below each competency indicate number of job which requires the competency. See page 632 for job number.

FOOD STORE COMPETENCIES

AREA OF SELLING

Knowledges and Understandings:

31. Knowledge of how to fill telephone orders for merchandise.

4 3 16 22

34. Knowledge of how to keep stock in an orderly fashion.

4 3 16 22

35. Knowledge of how to best utilize shelf space with volume or best sellers.

3 16 22

36. Knowledge of the housekeeping duties that must be performed.

4 3 16 19 21 22

46. Knowledge of how to assist customers in selecting and weighing the quanity of produce they desire, bagging and price-marking it.

16 4 3 22

47. Knowledge of how to redeem merchandise coupons and reimburse customers for the correct amounts, according to the store's policy and procedures.

19 21 22

48. Knowledge of how to pre-package produce items in various size units for easy selection by customers.

4 3 16 22

Skills:

1. Skill in remembering customers' names when serving them.

16 4 3 19 21 22

2. Skill in distinguishing a customer's personal characteristics while talking to him.

4 3 16 19 21 22

4. Skill in remembering personal information about individual customers.

16 4 3 19 21 22

6. Skill in showing a genuine interest in the customer's problem.

4 3 16 19 21 22

10. Skill in suggesting to customers items of merchandise or services that can be substituted for the unavailable or desired ones.

3 16 22

FOOD STORE COMPETENCIES

AREA OF SELLING

Skills:

18. The ability to determine how to handle individual situations in which merchandise is being returned for exchange, cash refund or charge credit.

    16 3 19 21 22

20. Skill in determining the best location and arrangement of stock on the selling floor.

    3 16 22

21. Skill in coordinating food items with related items in an attempt to increase the amount of the sale.

    16 3 22

26. Skill in packing or bagging a customer's purchase for best protection of the items.

    16 19 21 22

27. The ability to efficiently handle a cash register.

    16 19 21 22

29. The ability to efficiently handle customer transactions.

    16 19 21 22

33. Skill in displaying merchandise in a way that creates interest and desire in customers.

    4 3 16 22

35. The ability to determine the correct change and count it back to a customer during a cash sale.

    16 19 21 22

36. The ability to tactfully handle difficult customers.

    16 3 19 21 22

38. Ability to serve customers in the manner or style that management desires.

    16 4 3 19 21 22

41. Ability to quickly spot low-stock items and,on a priorty basis,refill immediately if there is a reserve stock.

    16 4 3 22

FOOD STORE COMPETENCIES

AREA OF SELLING

Skills:

42. Skill in preparing produce for display by washing, trimming and separating bulk quantities into smaller, more salable units.

4 3 16 22

43. Ability to determine quickly when price changes are necessary to meet competition.

16 22 3

44. Ability to rework and trim unsold produce for maximum sales appeal.

16 4 3 22

45. Skill in pre-packaging produce items into various sizes and weights after considering traffic flow, time of week or day and customer buying habits.

16 3 22 4

46. Ability to quickly and accurately distinguish the department from which merchandise comes and ring the item on the correct cash register department key.

16 19 21 22

47. Ability to rotate coded items to the front so that older merchandise is sold first.

4 3 16 19 21 22

Attitudes:

1. A feeling that each customer is an "individual".

4 3 16 19 21 22

2. A feeling that the customer needs the products being offered.

4 3 16 19 21 22

3. A feeling of sincere interest in customers and their problems.

4 3 16 19 21 22

5. A strong interest in the merchandise being sold.

4 3 16 19 21 22

6. A belief that merchandise must be profitable to the customer and to the store.

4 3 16 19 21 22

FOOD STORE COMPETENCIES

AREA OF SELLING

Attitudes:

7. A feeling that value is added to merchandise that is handled and displayed with care.

4 3 16 19 21 22

9. Attitude that customers' complaints must be handled and overcome with respect.

4 3 16 19 21 22

10. Attitude that a customer's complaint is an excellent opportunity to build goodwill.

4 3 16 19 21 22

11. Attitude that good display of merchandise is a prime factor in developing a customer's interest.

4 3 16 22

15. Attitude that sufficient understanding of a firm's policies is necessary to truly represent the viewpoint of its management to customers.

4 3 16 19 21 22

16. Attitude that all store personnel represent the firm.

4 3 16 19 21 22

18. Attitude that today's customer keeps up-to-date on recent developments, is often presold when she arrives in the store, is alert to new ideas, wants facts about the merchandise and expects wide assortments.

4 3 16 19 21 22

19. Attitude that today's customer chooses the store where shopping conditions are most pleasant.

4 3 16 19 21 22

20. Attitude that the customer - by his very act of complaining - is giving the food store an opportunity to correct a possible fault in its operation.

16 22

23. Attitude that stocks which are kept fresh and tidy are a true asset in stimulating sales.

16 4 3 22

26. A belief that one should live up to promises made to customers.

4 3 16 19 21 22

FOOD STORE COMPETENCIES

AREA OF SELLING

Attitudes:

30. Attitude that the manager should be promptly informed of items for which customers ask which are not in stock.

    4 19 21

31. Attitude that merchandise must be carefully handled to reduce markdowns.

    4 3 16 19 21 22

40. Attitude that one should give the best customer service with the customer always first in mind.

    4 3 16 19 21 22

41. Attitude that shelf and special displays sell more merchandise when straightened and resupplied as merchandise is sold down.

    16 4 3 22

TABLE 213
FOOD STORES
ADVERTISING COMPETENCIES

COMPETENCIES	KNOWLEDGES:						SKILLS:						ATTITUDES:					
JOBS:	4	3	16	19	21	22	4	3	16	19	21	22	4	3	16	19	21	22
1	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓						
2		✓	✓		✓	✓								✓	✓			✓
3	✓	✓	✓	✓	✓	✓								✓	✓			✓
4		✓	✓			✓								✓	✓			✓
5			✓			✓	✓	✓	✓	✓	✓	✓			✓			✓
6									✓			✓	✓	✓	✓	✓	✓	✓
7			✓			✓			✓			✓			✓			✓
8									✓			✓	✓	✓	✓	✓	✓	✓
9	✓	✓	✓	✓	✓	✓							✓	✓	✓	✓	✓	✓
10			✓			✓			✓			✓	✓	✓	✓	✓	✓	✓
11	✓	✓	✓	✓	✓	✓							✓	✓	✓	✓	✓	✓
12	✓	✓	✓	✓	✓	✓		✓	✓			✓						
13			✓			✓		✓	✓			✓	✓	✓	✓	✓	✓	✓
14		✓	✓			✓							✓	✓	✓	✓	✓	✓
15		✓	✓			✓			✓			✓			✓			✓
16		✓	✓			✓							✓	✓	✓	✓	✓	✓
17									✓			✓			✓	✓	✓	✓
18		✓	✓			✓											✓	✓
19																	✓	✓
20			✓			✓												
21			✓			✓												
22			✓	✓	✓	✓												
23															✓			✓
24																		
25																		
26																		
27																		
28																		
29															✓			✓
30																		
31																		
32																		
33																		
34																		
35																		
36		✓	✓			✓												
37		✓	✓			✓												

TABLE 214
FOOD STORES
COMMUNICATIONS COMPETENCIES

COMPETENCIES	KNOWLEDGES:						SKILLS:						ATTITUDES:					
JOBS:	4	3	16	19	21	22	4	3	16	19	21	22	4	3	16	19	21	22
1	✓	✓	✓	✓	✓	✓							✓	✓	✓	✓	✓	✓
2	✓	✓	✓	✓	✓	✓							✓	✓	✓	✓	✓	✓
3			✓			✓	✓	✓	✓	✓	✓	✓						
4	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓			✓			✓
6							✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
7							✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
8		✓	✓		✓	✓		✓	✓			✓	✓	✓	✓	✓	✓	✓
9		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
10	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓						
11								✓	✓		✓	✓						
12			✓			✓												
13			✓			✓		✓	✓			✓						
14		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓			✓			✓
15													✓	✓	✓	✓	✓	✓
16		✓	✓		✓	✓		✓	✓		✓	✓			✓			✓
17		✓	✓		✓	✓								✓	✓		✓	✓
18	✓	✓	✓	✓	✓	✓			✓			✓			✓			✓
19	✓	✓	✓	✓	✓	✓									✓			✓
20									✓			✓	✓	✓	✓	✓	✓	✓
21													✓	✓	✓	✓	✓	✓
22															✓			✓
23													✓	✓	✓	✓	✓	✓
24							✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
25							✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
26								✓	✓		✓	✓			✓			✓
27									✓			✓						✓
28								✓	✓			✓		✓	✓		✓	✓

TABLE 215
FOOD STORES
DISPLAY COMPETENCIES

COMPETENCIES

	KNOWLEDGES: JOBS:						SKILLS						ATTITUDES:					
	4	3	16	19	21	22	4	3	16	19	21	22	4	3	16	19	21	22
1	✓	✓	✓			✓							✓	✓	✓			✓
2		✓	✓			✓							✓	✓	✓			✓
3	✓	✓	✓		✓	✓	✓	✓	✓			✓	✓	✓	✓			✓
4	✓	✓	✓			✓	✓	✓	✓			✓		✓	✓			✓
5	✓	✓	✓			✓	✓	✓	✓			✓			✓			✓
6	✓	✓	✓			✓		✓	✓			✓	✓	✓	✓			✓
7	✓	✓	✓			✓	✓	✓	✓			✓	✓	✓	✓			✓
8		✓	✓			✓												
9	✓	✓	✓			✓		✓	✓			✓		✓	✓			✓
10		✓	✓			✓							✓	✓	✓			✓
11	✓	✓	✓			✓								✓	✓			✓
12							✓	✓	✓			✓						
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14		✓	✓			✓	✓	✓	✓			✓	✓	✓	✓			✓
15							✓	✓	✓			✓		✓	✓			✓
16	✓	✓	✓			✓												
17		✓	✓			✓		✓	✓			✓						
18	✓	✓	✓			✓		✓	✓			✓						
19	✓	✓	✓			✓		✓	✓			✓	✓	✓	✓			✓
20		✓	✓			✓												
21		✓	✓			✓		✓	✓			✓		✓	✓			✓
22								✓	✓			✓						
23							✓	✓	✓			✓	✓	✓	✓	✓	✓	✓
24								✓	✓			✓		✓	✓			✓
25	✓	✓	✓	✓		✓												
26	✓	✓	✓			✓		✓	✓			✓						
27		✓	✓			✓		✓	✓			✓						
28	✓	✓	✓			✓		✓	✓			✓						
29		✓	✓			✓		✓	✓			✓						
30	✓	✓	✓			✓												
31	✓	✓	✓			✓												
32	✓	✓	✓			✓												

TABLE 216
FOOD STORES
HUMAN RELATIONS COMPETENCIES

COMPETENCIES

	KNOWLEDGES: JOBS:						SKILLS:						ATTITUDES:					
	4	3	16	19	21	22	4	3	16	19	21	22	4	3	16	19	21	22
1		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓			✓			✓
5	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
6	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
7	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓			✓
8	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓
9	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
10		✓	✓		✓	✓		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
11		✓	✓		✓	✓			✓			✓		✓	✓		✓	✓
12	✓	✓	✓	✓	✓	✓							✓	✓	✓	✓	✓	✓
13		✓	✓		✓	✓		✓	✓		✓	✓		✓	✓		✓	✓
14	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓
15		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓
16	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓			✓
17		✓	✓		✓	✓			✓			✓		✓	✓		✓	✓
18		✓	✓		✓	✓		✓	✓		✓	✓		✓	✓		✓	✓
19								✓	✓		✓	✓		✓	✓		✓	✓
20	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓		✓	✓		✓	✓
21							✓	✓	✓	✓	✓	✓		✓	✓		✓	✓
22							✓	✓	✓	✓	✓	✓			✓			✓
23							✓	✓	✓	✓	✓	✓		✓	✓		✓	✓
24														✓	✓		✓	✓
25																		
26																		
27													✓	✓	✓	✓	✓	✓

TABLE 217
FOOD STORES
MATHEMATICS COMPETENCIES

COMPETENCIES	KNOWLEDGES:						SKILLS:						ATTITUDES:					
JOBS:	4	3	16	19	21	22	4	3	16	19	21	22	4	3	16	19	21	22
1		✓	✓			✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓
2		✓	✓			✓	✓	✓	✓	✓	✓	✓						
3																		
4			✓			✓	✓	✓	✓	✓	✓	✓						
5		✓	✓			✓			✓	✓	✓	✓			✓	✓	✓	✓
6			✓			✓			✓	✓	✓	✓		✓	✓			✓
7	✓	✓	✓	✓	✓	✓												
8	✓	✓	✓	✓	✓	✓		✓	✓			✓						
9			✓		✓	✓			✓			✓						
10			✓			✓												
11									✓			✓						
12								✓	✓			✓						
13																		
14								✓	✓			✓						
15									✓	✓	✓	✓						
16									✓			✓						
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18									✓	✓	✓	✓						
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21							✓	✓	✓	✓	✓	✓						
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28									✓	✓	✓	✓						
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30									✓	✓		✓						
31									✓	✓	✓	✓						
32										✓	✓							
33									✓	✓	✓	✓						

TABLE 218
FOOD STORES
MERCHANDISING COMPETENCIES

COMPETENCIES	KNOWLEDGES:						SKILLS:						ATTITUDES:					
JOBS:	4	3	16	19	21	22	4	3	16	19	21	22	4	3	16	19	21	22
1	✓	✓	✓	✓	✓	✓		✓	✓			✓	✓	✓	✓	✓	✓	✓
2	✓	✓	✓	✓	✓	✓		✓	✓			✓		✓	✓			✓
3			✓			✓		✓	✓			✓	✓	✓	✓	✓		✓
4			✓			✓		✓	✓			✓			✓			✓
5	✓	✓	✓			✓		✓	✓			✓						
6	✓	✓	✓			✓			✓			✓						
7			✓			✓		✓	✓			✓		✓	✓			✓
8								✓	✓			✓						
9														✓	✓			✓
10							✓	✓	✓	✓	✓	✓						
11	✓	✓	✓			✓								✓	✓			✓
12							✓	✓	✓			✓			✓			✓
13																		
14			✓			✓		✓	✓			✓						
15						✓			✓			✓		✓	✓			✓
16														✓	✓			✓
17			✓			✓												
18	✓	✓	✓			✓			✓			✓		✓	✓			✓
19	✓	✓	✓	✓	✓	✓												
20									✓			✓			✓			✓
21						✓							✓	✓	✓	✓	✓	✓
22								✓	✓			✓	✓	✓	✓			✓
23			✓			✓								✓	✓			✓
24			✓			✓								✓	✓			✓
25			✓	✓		✓			✓			✓						
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27									✓			✓						
28			✓			✓		✓	✓			✓						
29									✓			✓						
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31		✓	✓			✓	✓	✓	✓	✓	✓	✓						
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34							✓	✓	✓	✓	✓	✓						
35		✓	✓			✓												
36		✓	✓			✓		✓	✓			✓						
37		✓	✓			✓												
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39																		
40							✓	✓	✓			✓						

TABLE 219
FOOD STORES
OPERATIONS AND MANAGEMENT COMPETENCIES

COMPETENCIES	KNOWLEDGES:						SKILLS:						ATTITUDES:					
JOBS:	4	3	16	19	21	22	4	3	16	19	21	22	4	3	16	19	21	22
1																		
2																		
3																		
4																		
5																		
6														✓	✓			✓
7														✓	✓		✓	✓
8														✓	✓		✓	✓
9														✓	✓		✓	✓
10														✓	✓		✓	✓
11		✓	✓		✓	✓								✓	✓		✓	✓
12		✓	✓		✓	✓		✓	✓			✓			✓			✓
13		✓	✓		✓	✓		✓	✓			✓						
14		✓	✓		✓	✓			✓			✓			✓			✓
15			✓			✓			✓			✓	✓	✓	✓	✓	✓	✓
16			✓			✓			✓			✓	✓	✓	✓	✓	✓	✓
17	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓
18						✓	✓	✓	✓	✓	✓	✓		✓	✓			✓
19			✓			✓	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓
20			✓			✓							✓	✓	✓	✓	✓	✓
21	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓						
22	✓	✓	✓	✓	✓	✓												
23						✓							✓	✓	✓	✓	✓	✓
24	✓	✓	✓	✓	✓	✓							✓	✓	✓	✓	✓	✓
25	✓	✓	✓	✓	✓	✓		✓	✓			✓		✓	✓		✓	✓
26	✓	✓	✓	✓	✓	✓						✓		✓	✓			✓
27													✓	✓	✓			✓
28			✓	✓	✓	✓		✓	✓			✓			✓			✓
29			✓			✓		✓	✓			✓		✓	✓		✓	✓
30							✓	✓	✓			✓			✓			✓
31							✓	✓	✓			✓			✓			✓
32		✓	✓			✓												✓
33			✓			✓												
34									✓			✓		✓	✓		✓	✓
35			✓			✓												
36	✓	✓	✓	✓	✓	✓			✓			✓						
37									✓			✓						
38	✓	✓	✓	✓	✓	✓			✓			✓						
39			✓	✓	✓	✓						✓						
40			✓	✓	✓	✓												
41	✓	✓	✓	✓	✓	✓												
42	✓	✓	✓	✓	✓	✓									✓			✓
43									✓			✓	✓	✓	✓			✓
44	✓	✓	✓			✓			✓			✓			✓			✓
45	✓	✓	✓			✓		✓	✓			✓			✓		✓	✓
46	✓	✓	✓			✓		✓	✓			✓			✓			✓
47												✓		✓	✓			✓
48							✓	✓	✓			✓			✓			✓
49		✓	✓			✓		✓	✓			✓			✓			✓
50			✓			✓			✓			✓	✓	✓	✓	✓	✓	✓
51								✓	✓			✓			✓			✓
52	✓	✓	✓			✓									✓			✓
53														✓	✓		✓	✓
54															✓			✓
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56									✓			✓						✓
57															✓			✓
58	✓	✓	✓	✓	✓	✓												✓
59			✓			✓												
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67	✓	✓	✓	✓	✓	✓												
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84																		
85																		

TABLE 220
FOOD STORES
PRODUCT AND SERVICE TECHNOLOGY COMPETENCIES

COMPETENCIES	KNOWLEDGES: JOBS:						SKILLS:						ATTITUDES:					
	4	3	16	19	21	22	4	3	16	19	21	22	4	3	16	19	21	22
1								✓	✓			✓		✓	✓			✓
2								✓	✓			✓	✓	✓	✓	✓	✓	✓
3	✓	✓	✓			✓		✓	✓			✓	✓	✓	✓	✓	✓	✓
4	✓	✓	✓	✓	✓	✓							✓	✓	✓	✓	✓	✓
5								✓	✓			✓						
6	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓
7	✓	✓	✓	✓	✓	✓												
8	✓	✓	✓			✓							✓	✓	✓	✓	✓	✓
9	✓	✓	✓			✓	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓
10	✓	✓	✓			✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
11	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓			✓
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13																		
14							✓	✓	✓			✓				✓	✓	✓
15	✓	✓	✓			✓	✓	✓	✓	✓		✓						
16		✓	✓			✓												
17	✓	✓	✓	✓	✓	✓												
18	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓						
19	✓	✓	✓	✓	✓	✓												
20	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓						
21	✓	✓	✓	✓	✓	✓												
22	✓	✓	✓	✓	✓	✓												
23			✓			✓												
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26	✓	✓	✓	✓	✓	✓												
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TABLE 221
FOOD STORES
SELLING COMPETENCIES

JOBS:

COMPETENCIES	KNOWLEDGES:						SKILLS:						ATTITUDES:					
	4	3	16	19	21	22	4	3	16	19	21	22	4	3	16	19	21	22
1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2							✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3													✓	✓	✓	✓	✓	✓
4							✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5	✓	✓	✓	✓	✓	✓							✓	✓	✓	✓	✓	✓
6	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
7													✓	✓	✓	✓	✓	✓
8																		
9													✓	✓	✓	✓	✓	✓
10								✓	✓			✓	✓	✓	✓	✓	✓	✓
11													✓	✓	✓			✓
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18								✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
19	✓	✓	✓	✓	✓	✓							✓	✓	✓	✓	✓	✓
20								✓	✓			✓			✓			✓
21								✓	✓			✓						
22	✓	✓	✓	✓	✓	✓												
23													✓	✓	✓			✓
24	✓	✓	✓	✓	✓	✓												
25			✓	✓	✓	✓												
26									✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
27									✓	✓	✓	✓						
28			✓	✓	✓	✓			✓	✓	✓	✓						
29																		
30													✓			✓	✓	
31	✓	✓	✓			✓							✓	✓	✓	✓	✓	✓
32																		
33							✓	✓	✓			✓						
34	✓	✓	✓			✓												
35		✓	✓			✓			✓	✓	✓	✓						
36	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓						
37																		
38							✓	✓	✓	✓	✓	✓						
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40													✓	✓	✓	✓	✓	✓
41							✓	✓	✓			✓	✓	✓	✓			✓
42							✓	✓	✓			✓						
43								✓	✓			✓						
44							✓	✓	✓			✓						
45							✓	✓	✓			✓						
46	✓	✓	✓			✓			✓	✓	✓	✓						
47				✓	✓	✓	✓	✓	✓	✓	✓	✓						
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SUMMARY AND IMPLICATIONS

In this chapter, the critical tasks of workers in 8 selected jobs in food stores, the competencies needed to perform the tasks and a cross-tabulation of competencies required by workers in the 8 jobs were presented.

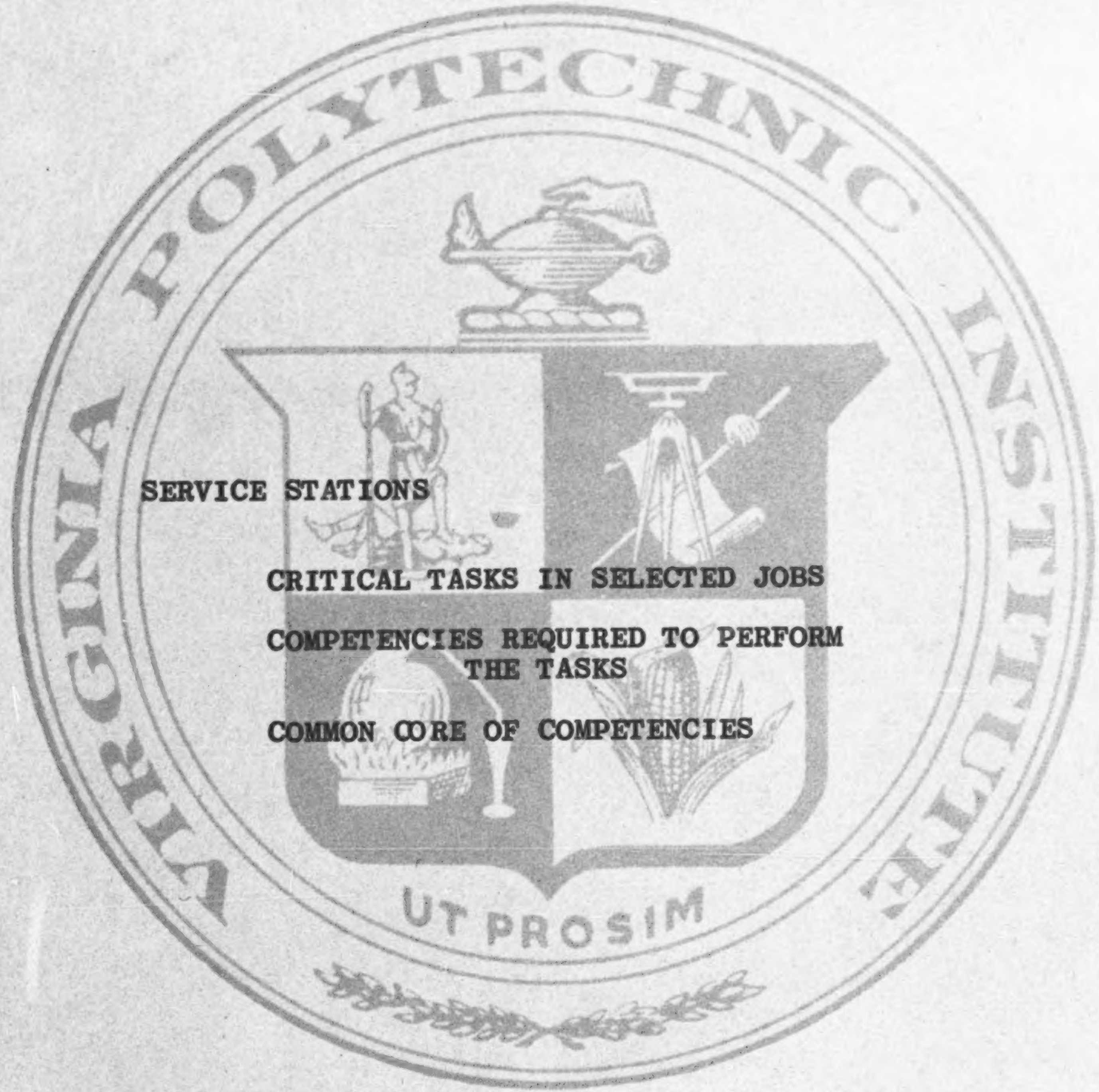
Data concerning the critical tasks were obtained through structured interviews with the employee in the job being studied and with the supervisor of this employee. Interviews were conducted in Richmond, Roanoke and Wytheville, Virginia. A Food Store Advisory Committee assisted in identifying jobs in a two-step career continuum.

Competencies needed to perform the identified tasks were evaluated by paired distributive specialists. The competencies were clustered around the following areas: advertising, communications, display, human relations, mathematics, merchandising, operations and management, product and/or service technology and selling. In each area, the competencies were listed as knowledges and understandings, skills and attitudes.

The cross-tabulation of competencies shows common cores of competencies in each of the areas.

Although the primary purpose of this step of the research project was to provide a basis for decisions concerning the technical component of the distributive teacher education curriculum, the data should be useful to curriculum workers concerned with high school, post secondary and adult curriculums.

Recommendations for further research concerning the technical phase of the study are included in Chapter VI, Volume I.


VIRGINIA POLYTECHNIC INSTITUTE
UT PROSIM

SERVICE STATIONS

CRITICAL TASKS IN SELECTED JOBS

COMPETENCIES REQUIRED TO PERFORM THE TASKS

COMMON CORE OF COMPETENCIES

CHAPTER X

CRITICAL TASKS AND COMPETENCIES IN THE SERVICE STATION CATEGORY

Purpose: The specific purpose of this part of Step IV of the research study was to determine the critical tasks required by distributive workers in the service station category and to determine the competencies needed to perform these tasks.

DESIGN OF THE STUDY[21]

The critical tasks performed by workers in three distributive jobs in service stations were identified through structured interviews with the employee whose job was being studied and with the supervisor of this employee. The interviews were conducted in Richmond, Roanoke and Wytheville, Virginia. A Petroleum Advisory Committee assisted in determining the jobs to be studied. The Advisory Committee also reviewed the items in the pre-coded Interview Guide, a sample of which is in Appendix B, Volume I.

A tentative list of competencies needed to perform the identified critical tasks was drawn from the literature and from discussions with authorities in the petroleum field. This list was evaluated bv paired distributive specialists - one distributive education adult specialist with depth experience in the petroleum field and one distributive education teacher educator with a specialization in the petroleum field. These distributive specialists also evaluated the selection of jobs which seemed to require the competency.

Critical Tasks: In Tables 222 through 231 the responses of supervisors and employees in selected service stations are given. In instances where a majority of repondents indicated that they never performed a listed task, that task was deleted. Tasks that were added to the list of tasks on the pre-coded Interview Guide are listed below each table. These additional tasks were not submitted to other respondents, but were discussed with the distributive specialists who served on this part of the research and were considered in developing needed competencies.

The data are organized in this way: Specific job duties and related job duties (tasks related to display, stock, advertising and customer contacts) are provided for each of the 3 jobs in Tables 222 - 227. Data concerning in-station contacts, out-of-station contacts, supervisory responsbilities and equipment and materials are provided in Tables 228 - 231. The reader should refer to the Two-Step Career Continuum, page 749, for job titles to which the job numbers in the tables correspond. Competency clues regarding merchandise knowledge and station policies and procedures are given on pages 771 - 772. Workers who indicated the need for these competencies are identified by job number under each category.

Competencies: Competencies needed to perform the critical tasks are organized into nine areas: advertising, communications, display, human relations, mathematics, merchandising, operation and management, product and/or service technology and selling. Knowledges and understandings, skills and attitudes are presented under each of the nine areas. Job numbers of workers who need the competency are given below each competency. In addition to the above competencies, it is assumed that in order to enter and advance in a distributive occupation workers need an understanding of basic concepts concerning marketing and economics. Some basic concepts and generalizations concerning marketing and economics are included in Chapter V, Volume I.

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[21] See Chapter V, Volume I, for a complete explanation of the procedures used in Step IV.

Core of Competencies: Tables 232 - 240 give a cross-tabulation of competencies needed by workers in the service station jobs included in the study. The clusters of competencies show a common core of competencies. The reader should refer to the list of competencies, pages 773 - 827, to identify the competency to which a competency number corresponds. For example, Knowledge (area of Advertising) competency # 7, found on page 773, reads, "Knowledge of relative cost of advertising in various media." This competency is considered necessary for job number 22, service station dealer, as shown in the Two-Step Career Continuum, page 749. The reader will note that there are some missing competency numbers in the list of competencies. This is due to the fact that competencies required of all 70 jobs included in the study are numbered consistently throughout the study. If a certain competency is not needed by workers in service stations that competency is omitted in the service station competency list, but will appear in other lists. This numbering scheme was used to facilitate cross-tabulation of competencies in the seven categories of business, as presented in Tables 30 - 38, Volume I.

SERVICE STATION TWO-STEP CAREER CONTINUUM

	Entry		First Step		Second Step
1	Station Attendant	16	Assistant or Shift Manager	22	Station Manager (Dealer)

TABLE 222

JOB TITLE: SERVICE STATION ATTENDANT
JOB NUMBER: 1
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Greets customers and inquires about their needs
1	1	1	1	1	1	2. Pumps gasoline
1	1	1	1	1	1	3. Checks water in car radiator and battery
1	1	1	1	1	1	4. Cleans car windshields
1	1	1	1	1	1	5. Checks car engine's oil level
1	1	1	1	1	1	6. Checks tires for correct air pressure
1	1	3	3	1	1	7. Washes and waxes cars
1	1	1	1	1	2	8. Sells automobile tires, batteries, seat covers and other accessories
1	1	1	1	1	1	9. Indicates to customer the amount due for rendered services; makes change or writes charge slip when credit card is used
1	1	1	1	1	1	10. Lubricates cars
1	1	1	1	1	2	11. Rotates tires
1	1	1	2	1	2	12. Replaces mufflers
1	1	1	1	1	1	13. Charges batteries
2	1	1	1	1	1	14. Drives customer's car between service station and customer's home or business
2	1	1	2	1	1	15. Drives tow truck to stalled car on highway to perform minor repairs
1	1	1	1	1	1	16. Gives information to customers regarding local roads, highways and points of interest
2	2	1	1	1	2	17. Puts on and takes off snow chains
2	1	1	1	2	2	18. Helps train new employees
2	1	3	1	2	1	19. Checks stock supply for reordering
1	1	2	1	1	1	20. Helps keep service station and rest rooms clean

TASKS ADDED BY INTERVIEWEES:

1. Helps set up promotional items
2. Helps with daily settlement records.

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 223

JOB TITLE: SERVICE STATION ATTENDANT
JOB NUMBER: 1
RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
2	1	2	1	2	2	1. Keeps windows cleaned and displayed with new and appropriate posters and signs
3	3	1	2	2	3	2. Displays candy, snacks, cigarettes, etc., in a convenient place
1	2	1	1	2	2	3. Calls attention to any displays of specially-priced or reduced parts and accessories (example - tire sale)
1	1	1	1	2	2	4. Arranges various displays of related car products in the station or premises, such as tires, batteries, windsheild wipers, oil and filters
1	1	1	1	1	1	5. Turns on electric signs or display lighting
1	2	1	1	1	1	6. Directs customers' attention to display racks of maps and places-of-interest phamplets
3	3	1	1	2	2	7. Coordinates displays of parts and accessories with ads or promotional campaigns

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 223 (continued)

JOB TITLE: SERVICE STATION ATTENDANT
JOB NUMBER: 1
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	2	2	1	1	1	1. Repairs stock
1	1	1	1	1	2	2. Replenishes service supplies and equipment on pump islands and near pumps
1	1	1	1	2	1	3. Replaces stock that has been sold so displays will be complete
1	1	1	1	2	1	4. Keeps lube-room well stocked with lubricants, tires, batteries, seat covers, oil and other accessories
1	1	1	1	2	1	5. Keeps equipment in lube-room organized and accessible
1	1	1	1	2	2	6. Calls vendor(s) if drink or food machines are empty or out-of-order
3	3	2	1	2	1	7. Maintains fresh supplies and good variety of candy, snacks, cigarettes, aspirins, etc.
2	2	1	1	2	2	8. Fills map racks with up-to-date assortment of maps
1	2	1	3	2	2	9. Counts stock for reorder
1	1	1	1	1	2	10. Keeps restrooms well supplied with soap, towels, etc., and in good repair
2	2	1	3	1	2	11. Replaces or repairs old or broken equipment
2	3	1	3	2	2	12. Helps unload delivery trucks
2	2	3	3	2	2	13. Orders special parts or accessories
2	2	2	3	2	2	14. Takes physical inventory of stock

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

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TABLE 223 (continued)

JOB TITLE: SERVICE STATION ATTENDANT
JOB NUMBER: 1
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	3	1	1	2	1. Keeps informed of the station's advertising and promotions
1	2	3	1	1	1	2. Keeps informed of competitors' prices and promotional campaigns
1	1	1	1	1	1	3. Promotes the station by giving immediate and courteous service to customers
1	1	1	1	1	1	4. Promotes the station by offering customers free or voluntary services
1	2	1	1	1	1	5. Promotes customer's confidence by demonstrating parts, accessories or giving information on proper use
1	1	1	1	1	1	6. Promotes confidence in the station by keeping grounds, equipment and facilities clean and attractive
3	3	1	1	2	3	7. Gives trading stamps or premiums on trade
1	1	1	1	2	2	8. Supplies customers information on advertised items
2	2	1	1	2	2	9. Informs station attendants about advertised parts, accessories or services
2	3	3	1	3	2	10. Posts copy of ad for station attendants
2	3	3	2	2	3	11. Helps with neighborhood solicitation campaigns
3	2	1	1	2	2	12. Participates in dealer cooperative advertising programs
2	3	3	3	2	2	13. Keeps informed of national and regional advertising program of supplier

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 223 (continued)

JOB TITLE: SERVICE STATION ATTENDANT
JOB NUMBER: 1
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Gives customers directions
1	1	3	3	1	1	2. Adjusts customer's complaints and grievances
1	2	1	1	1	1	3. Gives demonstrations of products for customers
1	2	1	1	1	1	4. Supplies customer with information by telephone
1	1	1	1	1	1	5. Makes suggestions to customers on accessory products for cars
1	1	1	1	1	1	6. Makes suggestions as to service needed or necessary repairs
2	3	1	1	2	2	7. Gives out advertising products such as toys, premiums and stamps
3	1	1	1	1	1	8. Authorizes checks
1	3	1	1	1	1	9. Marks on maps best routes for tourists to follow
1	2	1	1	1	1	10. Suggests good restaurants, motels or hotels and points of interest
1	2	1	1	1	1	11. Suggests garages for major repairs
2	1	1	1	1	1	12. Delivers cars after servicing
1	3	1	1	1	1	13. Supplies restroom keys on request

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 224

JOB TITLE: SERVICE STATION ASSISTANT
JOB NUMBER: 16
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Gives prompt, efficient and courteous service
1	1	1	1	1	1	2. Sells gas, motor oil, other petroleum products, lubrication, tires, tubes and retreading, batteries and other automobile accessories
1	1	1	1	1	1	3. Checks oil and water and cleans windshield, outside mirrors and rear window while filling gasoline tank
1	1	1	1	1	1	4. Checks tires and batteries for any operational difficulty when requested
1	1	1	1	1	1	5. Collects cash payment, uses credit card or charges to customer's account
1	1	1	1	1	1	6. Refers to lubrication charts and other guides when necessary
1	3	1	1	1	1	7. Makes service calls
1	1	1	1	1	1	8. Changes and rotates tires
2	2	1	1	2	2	9. Puts on and takes off snow chains
1	1	1	1	1	1	10. "Charges" batteries
1	1	2	3	1	1	11. Keeps service station and restrooms clean
1	1	1	1	1	1	12. Gives directions or road maps when requested
2	1	1	2	1	1	13. Washes and waxes cars
1	1	3	2	1	1	14. Works with gasoline tank truck driver where deliveries are made
1	1	3	3	1	1	15. Checks meters and stick measures station's gasoline tanks
1	1	1	1	1	1	16. Acts for the manager in his absence
1	1	1	1	1	1	17. Helps train new employees
2	1	3	2	1	2	18. Helps schedule working hours of employees
1	1	1	2	1	3	19. Helps with record-keeping
1	1	1	2	1	2	20. Checks stock supply for reordering

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 225

JOB TITLE: SERVICE STATION ASSISTANT
JOB NUMBER: 16
RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	2	2	2	1	2	1. Keeps windows cleaned and displayed with new and appropriate posters and signs
2	3	1	2	2	2	2. Purchases any display signs needed
1	2	1	2	1	1	3. Calls attention to any displays of specially-priced or reduced parts and accessories (example - tire sale)
1	1	1	1	1	1	4. Arranges various displays of related car products in the station or premises, such as, tire, batteries, windshield wipers, oil and filters
1	1	2	1	1	1	5. Turns on electric signs or display lighting
1	2	2	2	1	1	6. Directs customers' attention to display racks of maps and places-of-interest pamphlets
1	1	1	1	2	2	7. Coordinates displays of parts and accessories with ads or promotional campaigns

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 225 (continued

JOB TITLE: SERVICE STATION ASSISTANT
JOB NUMBER: 16
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	2	2	3	1	1	1. Repairs stock
1	1	1	1	1	1	2. Replenishes service supplies and equipment on pump islands and near pumps
1	1	1	1	1	2	3. Replaces stock that has been sold so displays will be complete
1	1	3	1	1	2	4. Keeps lube-room well stocked with lubricants, tires, batteries, seat covers, oil and other accessories
1	1	3	3	1	2	5. Keeps equipment in lube-room organized and accessible
1	2	1	1	2	1	6. Calls vendor(s) if drink or food machines are empty or out-of-order
3	3	3	3	1	1	7. Maintains fresh supplies and good variety of candy, snacks, cigarettes, aspirins, etc.
1	2	2	3	1	1	8. Fills map racks with up-to-date assortment of maps
2	2	2	2	2	2	9. Counts stock for reorder
1	2	3	3	1	1	10. Keeps restrooms well supplied with soap, towels, etc. and in good repair
2	2	2	2	2	1	11. Replaces or repairs old or broken equipment
2	2	2	2	3	2	12. Helps unload delivery trucks
1	1	2	1	2	2	13. Orders special parts or accessories
2	2	2	2	2	2	14. Takes physical inventory of stock

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 225 (continued)

JOB TITLE: SERVICE STATION ASSISTANT
JOB NUMBER: 16
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	2	2	1	1. Keeps informed of the stations's advertising and promotions
1	3	2	1	2	1	2. Keeps informed of competitors' prices and promotional campaigns
1	1	1	1	1	1	3. Promotes the station by giving immediate and courteous service to customers
1	1	1	1	1	1	4. Promotes the station by offering customers free or voluntary services
1	1	1	1	1	1	5. Promotes customer's confidence by demonstrating parts, accessories or giving information on proper use
1	1	1	1	1	1	6. Promotes confidence in the station by keeping grounds, equipment and facilities clean and attractive
1	1	1	3	1	2	7. Supplies customers information on advertised items
1	2	2	3	2	2	8. Informs station attendants about advertised parts, accessories or services
2	3	2	2	2	3	9. Posts copy of ad for station attendants
2	3	2	2	2	2	10. Orders stock to back up ad or promotion
3	2	2	2	2	2	11. Participates in dealer cooperative advertising program
1	3	2	2	2	2	12. Keeps informed of national and regional advertising program of supplier
3	3	3	2	2	2	13. Buys spots on local radio and television; places ads in local newspapers, football programs and calendars

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 225 (continued)

JOB TITLE: SERVICE STATION ASSISTANT
JOB NUMBER: 16
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville		CRITICAL TASKS
S	E	S	E	S	E	
1	1	1	1	1	1	1. Gives customers directions
1	1	2	1	1	1	2. Adjusts customer's complaints and grievances
1	1	1	1	1	1	3. Gives demonstrations of products for customers
1	1	1	2	1	1	4. Supplies customer with information by telephone
1	1	1	1	1	1	5. Makes suggestions to customers on accessory products for cars
1	1	1	1	1	1	6. Makes suggestions as to service needed or necessary repairs
2	3	3	3	1	1	7. Gives out advertising products, such as, toys, premiums and stamps
2	1	1	2	1	1	8. Authorizes checks
1	2	1	1	1	1	9. Marks on maps best routes for tourists to follow
1	2	1	1	1	1	10. Suggests good restaurants, motels or hotels and points of interest
1	2	1	1	1	1	11. Suggests garages for major repairs
1	1	1	1	1	1	12. Delivers cars after servicing
1	3	1	1	1	1	13. Supplies rest room keys on request

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 226

JOB TITLE: SERVICE STATION DEALER
JOB NUMBER: 22
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville	CRITICAL TASKS
S	E	S	E	E	
1	1	1	1	1	1. Sees that service station and restrooms are kept clean
1	1	1	1	1	2. Provides repair service and employs a skilled mechanic
1	1	1	1	1	3. Sells gas, motor oil, tires, tubes, retreading, batteries and accessories
1	1	1	1	1	4. Checks tires and batteries for any operational difficulty when requested
1	1	1	1	1	5. Collects money for service, uses credit card or charges to customer's account
1	1	1	1	1	6. Refers to lubrication charts and other various guides when necessary
1	1	1	1	1	7. Makes service calls
1	1	1	1	1	8. Changes and rotates tires
1	1	1	1	1	9. Charges batteries
1	1	1	1	1	10. Gives directions or road maps when requested
1	1	1	1	1	11. Washes and waxes autos
1	1	2	1	1	12. Handles customer complaints and makes adjustments
1	1	1	1	1	13. Strives to develop a personal, friendly relationship with customers and offers the caliber and amount of service that will take care of the majority of their motoring needs
1	1	1	1	1	14. Decides on the mechanical services that will be offered at the station
1	1	1	1	1	15. Maintains vending machines for cigarettes, coffee and soft drinks and sees that they are properly serviced
1	1	1	3	1	16. Helps customers apply for national credit cards
1	1	1	3	1	17. Investigates customers before extending them personal credit
1	1	1	1	1	18. Sets up schedule of hours of operation and special services rendered
2	1	1	1	1	19. Arranges for someone to remove trash, oil drainage and scrap tires
2	3	1	3	1	20. Sets up file system to remind customer of lubrication and oil changes
1	1	1	1	1	21. Directs and participates in quick, efficient and complete driveway service
1	1	1	1	1	22. Directs customers to garages where heavier mechanical work is done
1	1	1	1	1	23. Pays wholesale suppliers

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 226 (continued)

JOB TITLE: SERVICE STATION DEALER
JOB NUMBER: 22
SPECIFIC JOB DUTIES

Interviewees * indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville	CRITICAL TASKS
S	E	S	E	E	
1	1	1	1	1	24. Makes bank deposits regularly
1	1	1	1	1	25. Reorders products, accessories and supplies
1	1	1	1	1	26. Supervises arrangement of all stock
2	1	1	1	1	27. Purchases equipment and oversees maintenance
1	1	1	1	1	28. Pays for all operational costs such as utilities, supplies consumed in operations, salaries and property rental
1	1	1	1	1	29. Checks meters and stick-measures station gasoline tanks
1	1	3	3	1	30. Keeps informed of changing costs from suppliers and manufacturers
1	1	1	1	1	31. Tries to prevent inventory and cash shortages
1	1	1	3	1	32. Works with gasoline tank truck driver when deliveries are made
1	1	1	1	1	33. Works with supplier in the development of merchandising aids, sales improvers and other materials to increase sales
2	2	1	1	2	34. Investigates competition for share of business and competitive prices
2	1	1	1	1	35. Keeps informed of changes in the station's area, such as, highway construction, industrial developments and housing developments
1	2	1	1	2	36. Employs or dismisses help
1	1	1	1	1	37. Keeps record of hours worked by employees and pays their wages
2	2	1	3	1	38. Sets up budget to cover wages, commissions, utilities, uniform laundering, advertising, promotion, rentals for station and property, lost or stolen merchandise, taxes and depreciation of assets and equipment
1	1	1	3	1	39. Offers commissions on sales to employees to build business
1	1	1	1	1	40. Makes up work schedules for proper coverage during operating hours and for proper maintenance and cleaning of the station
1	1	1	1	2	41. Keeps employee payroll records and completes all forms for taxes and deductions from salaries
1	2	1	2	2	42. Attends dealer meetings
1	1	1	1	1	43. Keeps informed of changes in business conditions and keeps staff up-to-date
1	1	1	1	1	44. Trains employees to promote the station and pay attention to good customer relations

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 226 (continued)

JOB TITLE: SERVICE STATION DEALER
JOB NUMBER: 22
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville	CRITICAL TASKS
S	E	S	E	E	
2	1	2	3	2	45. Sends attendants to supplier's training courses
2	1	1	2	1	46. Gathers written training materials from suppliers and passes the information on to employees
2	1	1	2	2	47. Develops promising employees for management jobs
2	1	1	1	1	48. Trains employees with good station safety habits
2	1	1	1	1	49. Trains employees to point out to customer automobile parts that need replacement
1	1	1	1	1	50. Personally trains a new employee or assigns him to an experienced employee for initial training

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 227

JOB TITLE: SERVICE STATION DEALER
JOB NUMBER: 22
RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville	CRITICAL TASKS
S	E	S	E	E	
2	1	1	1	1	1. Keeps windows cleaned and displayed with new and appropriate posters and signs
2	2	3	3	1	2. Purchases any display signs needed
2	2	1	1	1	3. Displays candy, snacks, cigarettes, etc., in a convenient place
1	2	1	1	2	4. Calls attention to any displays of specially-priced or reduced parts and accessories (example - tire sale)
2	1	1	1	1	5. Arranges various displays of related car products in the station or premises, such as, tires, batteries, windshield wipers, oil and filters
1	1	1	1	1	6. Turns on electric signs or display lighting
1	1	1	1	1	7. Directs customer's attention to display racks of maps and places-of-interest pamphlets
1	2	1	1	2	8. Coordinates displays of parts and accessories with ads or promotional campaigns

TASKS ADDED BY INTERVIEWEES:

1. Keeps displays neat and clean

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 227 (continued)

JOB TITLE: SERVICE STATION DEALER
JOB NUMBER: 22
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville	CRITICAL TASKS
S	E	S	E	E	
2	2	1	1	2	1. Repairs stock
2	1	1	1	2	2. Replenishes service supplies and equipment on pump islands and near pumps
1	1	1	1	2	3. Replaces stock that has been sold so displays will be complete
1	1	1	1	2	4. Keeps lube-room well stocked with lubrications, tires, batteries, seat covers, oil and other accessories
1	2	1	1	2	5. Keeps equipment in lube-room organized and accessible
2	1	1	1	1	6. Calls vendor(s) if drink or food machines are empty or out-of-order
2	1	1	1	1	7. Maintains fresh supplies and good variety of candy, snacks, cigarettes, aspirins, etc.
1	2	1	1	1	8. Fills map racks with up-to-date assortment of maps
2	2	2	1	2	9. Counts stock for reorder
1	1	1	1	1	10. Keeps restrooms well supplied with soap, towels, etc. and in good repair
2	2	2	1	2	11. Replaces or repairs old or broken equipment
2	2	3	3	2	12. Helps unload delivery trucks
1	1	2	1	2	13. Orders special parts or accessories
1	2	2	2	2	14. Takes physical inventory of stock

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 227 (continued)

JOB TITLE: SERVICE STATION DEALER
JOB NUMBER: 22
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville	CRITICAL TASKS
S	E	S	E	E	
2	2	2	3	2	1. Plans and conducts sales promotion campaigns and advertising
2	2	2	3	2	2. Approves copy for advertising
2	2	2	3	2	3. Approves bills for advertising
2	1	1	1	1	4. Keeps informed of the station's advertising and promotions
1	2	1	1	1	5. Keeps informed of competitors' prices and promotional campaigns
1	1	1	1	1	6. Promotes the station by giving immediate and courteous service to customers
2	1	1	1	1	7. Promotes the station by offering customers free or voluntary services
1	1	1	1	1	8. Promotes customer's confidence by demonstrating parts, accessories or giving information on proper use
1	1	1	1	1	9. Promotes confidence in the station by keeping grounds, equipment and facilities clean and attractive
1	1	1	1	3	10. Gives trading stamps or premiums on trade
1	1	1	1	2	11. Supplies customers information on advertised items
1	1	1	1	2	12. Informs attendants about advertised parts, accessories or services
2	2	3	3	2	13. Posts copy of ad for station attendants
2	2	1	1	2	14. Orders stock to back up ad or promotion
2	2	2	1	3	15. Conducts neighborhood solicitation campaigns
2	2	2	1	2	16. Participates in dealer cooperative advertising program
2	2	2	1	1	17. Keeps informed of national and regional advertising program of supplier
2	2	2	2	2	18. Buys spots on local radio and television, places ads in local newspapers, football programs and calendars

* "S" indicates the supervisor of the employee whose job was selected for st dy; "E" indicates the employee in the job selected for study.

TABLE 227 (continued)

JOB TITLE: SERVICE STATION DEALER
JOB NUMBER: 22
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		Roanoke		Wytheville	CRITICAL TASKS
S	E	S	E	E	
1	1	1	1	1	1. Gives customers directions
2	1	2	1	1	2. Adjusts customer's complaints and grievances
2	2	2	1	1	3. Gives demonstrations of products for customers
1	1	2	1	1	4. Supplies customer with information by telephone
1	1	1	1	1	5. Makes suggestions to customers on accessory products for cars
1	1	2	1	1	6. Makes suggestions as to service needed or necessary repairs
1	1	2	1	1	7. Gives out advertising products, such as, toys, premiums and stamps
1	1	1	1	1	8. Authorizes checks
1	2	2	1	1	9. Marks on maps best routes for tourists to follow
1	1	1	1	1	10. Suggests good restaurants, motels or hotels and points of interest
1	1	1	1	1	11. Suggests garages for major repairs
1	1	1	1	1	12. Delivers cars after servicing
3	3	1	1	1	13. Supplies rest room keys on request

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 228

SERVICE STATION PERSONNEL CONTACTS

CONTACTS	JOBS* 1	16	22
1. Manager or owner	X	X	
2. Mechanic	X	X	X
3. Station attendants	X	X	X
4. Sales manager	X	X	X
5. Company salesman	X	X	X
6. Company inspectors	X	X	X
7. D. E. students			X

* Jobs are identified in the Two-Step Career Continuum on p. 749.

TABLE 229

SERVICE STATION OUTSIDE-OF-STATION CONTACTS

CONTACTS	JOBS*		
	1	16	22
1. Salesmen, manufacturer representatives	X	X	X
2. Newspaper, television or radio personnel		X	X
3. Distributive education coordinators			X
4. Competitive service station personnel	X	X	X
5. Truckmen, deliverymen or distributors	X	X	X
6. Banking personnel	X	X	X
7. Customers	X	X	X
8. Retail Merchants Association members		X	
9. Insurance men		X	X
10. Vending machine jobbers	X	X	X
11. Health Department inspectors	X	X	X

OUTSIDE-OF-STATION CONTACTS ADDED BY INTERVIEWEES:

1. Fire department personnel
2. State weights and measures employees

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* Jobs are identified in the Two-Step Career Continuum on p. 749.

TABLE 230

SERVICE STATION SUPERVISORY RESPONSIBILITIES

SUPERVISORY RESPONSIBILITIES**	JOBS* 1	16	22
1. Service station attendants	X	X	X
2. Assistant manager or shift manager			X
3. Mechanic		X	X
4. D. E. students			
5. Bookkeeper		X	X

* Jobs are identified in the Two-Step Career Continuum on p. 749.

** The personnel listed are those supervised by the workers as indicated by job numbers.

TABLE 231

SERVICE STATION EQUIPMENT AND MATERIALS

EQUIPMENT AND MATERIALS	JOBS* 1	16	22
1. Adding machine	X	X	X
2. Telephone	X	X	X
3. Charge plate stamper	X	X	X
4. Filing equipment	X	X	X
5. Credit application forms	X	X	X
6. Credit explanation folders (pamphlets)	X	X	X
7. Signs	X	X	X
8. Display racks or fixtures	X	X	X
9. Air compressor and guages	X	X	X
10. Gasoline pumps and storage tanks	X	X	X
11. Wheel alignment machines			X
12. Motor analyzers			X
13. Hand tools (screwdrivers, pliers, wrenches)	X	X	X
14. Vacuum cleaner	X	X	X
15. Tires	X	X	X
16. Motor oil and oil measures	X	X	X
17. Window spray/cleaner	X	X	X
18. Cash register	X	X	X
19. Hand drill	X	X	X
20. Ratchet	X	X	X
21. Jacks (mechanical, hydraulic, air)	X	X	X
22. Anti-freeze	X	X	X
23. Emergency gas can	X	X	X
24. Water pail	X	X	X
25. Fire extinguishers	X	X	X
26. Battery service kit (charger, tester)	X	X	X
27. Maps	X	X	X
28. Towels, sponges, cleansers, disinfectant	X	X	X
29. Spark plug cleaner and tester	X	X	X
30. Brake fluid, filler, and reliner	X	X	X
31. Grease pit and lift	X	X	X
32. Trailer equipment (U-haul, Nationwide)			
33. Oxyacetylene torch & welding unit			
34. Chain hoist			
35. Vending machines	X	X	X
36. Tow truck	X	X	X

EQUIPMENT AND MATERIALS ADDED BY INTERVIEWEES:

1. Tire balancer

* Jobs are identified in the Two-Step Career Continuum on p. 749.

COMPETENCY CLUES

MERCHANDISE OR PRODUCT INFORMATION

Interviewees indicated that they needed to know the following types of information concerning merchandise or product information in order to perform their job tasks:

1. Makes or models of cars
   1 16 22

2. Prices of parts and accessories
   1 16 22

3. Brand names
   1 16 22

4. Durability or wearability of parts and accessories
   1 16 22

5. Features or characteristics of parts and accessories (windshield wipers, fan belts, tires, spark plugs, filters, etc.)
   1 16 22

6. Manufacturer guarantees
   1 16 22

7. Types of gasoline and expected performance
   1 16 22

8. Uses of products
   1 16 22

9. Proper care for and maintenance of automobile parts and accessories
   1 16 22

10. Available sizes of parts and products
    1 16 22

COMPETENCY CLUES

POLICIES AND PROCEDURES

Interviewees indicated that they needed to know the following types of information concerning policies and procedures in order to perform their job tasks:

1. Driveway service and sales procedure
   1 16 22
2. Customer complaints and adjustments
   1 16 22
3. Inventory control systems
   1 16 22
4. Pricing parts, accessories and services
   1 16 22
5. Personnel policies
   16 22
6. Filing and record-keeping
   1 22
7. Free services and services charged for
   1 16 22
8. Sales promotion
   16 22
9. Customer credit application procedure for national credit card
   1 16 22
10. Station's policy on extension of credit
    1 16 22

SERVICE STATION COMPETENCIES[7]

AREA OF ADVERTISING

Knowledges and Understandings:

1. Knowledge of the uses of promotional and institutional advertising.

   1 16 22

2. Knowledge of the types of media that are available for advertising - periodicals (newspapers, magazines, trade journals), mass media (radio, television, billboards), and direct advertising (catalogs, circulars, letters).

   22

3. Knowledge of the merchandise being advertised (prices, available sizes, colors, models) in order to better promote it.

   1 16 22

4. Knowledge of the merchandise features to compare when making comparison shoppings of a competitor's merchandise.

   1 16 22

7. Knowledge of relative cost of advertising in various media.

   22

9. Knowledge of the ways customers may be informed of special events.

   1 16 22

11. Knowledge of the purposes of advertising such as build customer traffic, build a reputation for the business, to stabilize sales volume and introduce new products.

    1 16 22

12. Knowledge of the significance of brand names in that they are likely to create customer preference and establish a company or product in the public mind.

    1 16 22

13. Knowledge of the types of information or events that might be of interest to the public from a public relations or publicity standpoint.

    22 1 16

14. Knowledge of the supply of merchandise available to back up a promotion effectively.

    1 16 22

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[7] Numbers below each competency indicate number of job which requires the competency. See page 749 for job numbers.

SERVICE STATION COMPETENCIES

AREA OF ADVERTISING

Knowledges and Understandings:

15. Knowledge of how to analyze past advertisements for their effectiveness and for guidance in planning future ads.

    22

16. Knowledge of how to select merchandise for advertising that is seasonal and timely.

    16 22

21. Knowledge of how to adapt to one's own business merchandising aids and sales improvers such as money games and premiums sponsored by petroleum suppliers.

    22

22. Knowledge of the ways to make the best use of manufacturer's or suppliers' brochures and pamphlets to keep customers informed of new products

    22

23. Knowledge of how to conduct effective neighborhood solicitation campaigns.

    22

Skill:

1. Skill in keeping personnel informed of sales promotion activities within the service station and company.

   1 16 22

2. Skill in studying specific information in ads and using the advertised facts effectively in selling.

   1 16 22

3. Skill in evaluating the effectiveness of advertising in terms of sales and costs.

   22

6. Skill in preparing information for advertising copy that will create customer desire.

   22

7. Ability to use promotional, institutional or a combination of promotional and institutional advertising to best promote products, services and station image.

   22

SERVICE STATION COMPETENCIES

AREA OF ADVERTISING

Skills:

8. An ability to select merchandise and/or services for advertising that are seasonal and timely.

   22

9. Skill in analyzing past advertisements for their effectiveness and for guidance in planning future ads.

   22

11. The ability to inform customers of special events or promotions offered by the service station.

    1 16 22

12. Skill in checking advertising proofs for corrections, omissions and additions.

    22

13. The ability to make comparison shoppings of a competitor's merchandise.

    1 16 22

14. Skill in selecting the best advertising media to use for the merchandise or services being advertised.

    22

15. Ability to tie station promotions in with national brand, television, radio commercials and magazine and newspaper ads.

    22

17. Skill in selecting timely items and designing circulars for advertising in the local neighborhood or community.

    22

Attitudes:

1. Attitude that although advertising's ultimate goal is to sell goods and services, the service station personnel usually must complete the sale.

   1 16 22

2. Attitude that good advertising will help increase sales for a service station by creating interest and desire in customers.

   1 16 22

3. Attitude that an awareness of competitor's services and advertised merchandise - its prices and competitive selling features - is beneficial in selling one's own merchandise.

   1 16 22

SERVICE STATION COMPETENCIES

AREA OF ADVERTISING

Attitudes:

4. Attitude that the available quantities of advertised merchandise should be checked before the ad breaks.

   1 16 22

5. Attitude that advertising helps to build customer loyalty for the service station.

   16 22

6. Attitude that advertising presells goods and services to the customer making the customer easier to sell once he is at the service station.

   1 16 22

7. Attitude that promotion helps stabilize volume by maintaining interest during a slow selling day, week or month.

   1 16 22

8. Attitude that effective advertising builds goodwill in customers.

   1 16 22

9. Attitude that promotions can be developed to produce immediate sales or create a favorable attitude toward the station for future sales.

   22

10. Attitude that advertising, to be effective, must be supplemented by attractive displays, well-informed and intelligent station personnel and prompt, courteous service.

    1 16 22

11. Attitude that it is necessary to know facts about merchandise being advertised such as prices, brand names and sizes in order to better promote or sell it.

    1 16 22

12. Attitude that the effectiveness of advertising or promotion is strengthened with skillfully coordinated displays of the merchandise being advertised or promoted.

    1 16 22

13. Attitude that newspaper advertising must be read in order to keep informed of the advertising done by one's own station and its competitors.

    1 16 22

14. An appreciation for advertising in its role as mass seller, bringing together buyer and seller and helping promote mass distribution for an economy geared to mass production.

    1 16 22

SERVICE STATION COMPETENCIES

AREA OF ADVERTISING

Attitudes:

15. Attitude that past advertisements should be analyzed for their effectiveness and as a guide in planning future ads.

    22

16. Attitude that advertising is a form of preselling - a tool which catches attention, arouses interest, creates desire and induces action.

    1 16 22

SERVICE STATION COMPETENCIES[7]

AREA OF COMMUNICATIONS

Knowledges and Understandings:

1. Knowledge of how to suggest changes to management.

   1 16 22

2. Knowledge of how to use written communications in forms and reports.

   1 16 22

3. Knowledge of the correct forms used in business letter writing.

   22

4. Knowledge of how to address other people in a business-like manner whether they are customers, fellow employees, supervisors or management.

   1 16 22

5. Knowledge of how to communicate to others in order to encourage them to work willingly.

   1 16 22

8. Knowledge of the approaches which can be used in assigning duties and delegating authority so that everything is completely clear.

   16 22

9. Knowledge of the situations in which to use a technical language or commonly understood language.

   1 16 22

10. Knowledge of when to keep communications confidential.

    1 16 22

12. Knowledge of adult training classes offered distributive workers by the local public school system and other agencies in the community.

    22 1 16

13. Knowledge of the important benefits - both short and long-range-derived from keeping the public as much aware of the station's image as possible.

    22

14. Understanding that to control grievances within the organization employees should be given timely information concerning policies and procedures.

    22 16

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[7] Numbers below each competency indicate number of job which requires the competency. See page 749 for job numbers.

SERVICE STATION COMPETENCIES

AREA OF COMMUNICATIONS

Knowledges and Understandings:

17. Understanding that communications in assigning work means a constant striving for clarity.

16 22

18. Understanding that valuable information can be gained by reading manufacturer's handtags, labels, directions, etc.

1 16 22

19. Understanding that since interpretations placed on the spoken work vary with different people one must be careful to speak so that correct interpretation can be made by individual listeners.

1 16 22

Skills:

1. Skill in using the telephone correctly and most effectively.

1 16 22

2. Skill in receiving of giving telephone orders, complaints and messages.

1 16 22

3. Skill in satisfactorily handling customer inquiries for general information.

1 16 22

4. Skill in interpreting station policies to customers.

1 16 22

6. Skill in listening to and following directions.

1 16 22

7. Skill in using the terminology of distribution and developing a vocabulary descriptive of the products or services being sold.

1 16 22

9. Skill in effective use of speech and vocabulary.

1 16 22

10. Skill in selecting and using words suitable to the nature of the product or service being sold.

1 16 22

SERVICE STATION COMPETENCIES

AREA OF COMMUNICATIONS

Skills:

11. Skill in interpreting management's policies to employees and employees' problems to management.

    16 22

13. Skill in writing purchase orders legibly so that errors in quantities, shipping, pricing information, etc. can be eliminated.

    22

14. Skill in communicating effectively with customers, co-workers and supervisors.

    1 16 22

15. Skill in interpreting and explaining time payment principles that apply to various credit arrangements.

    16 22

16. Skill in compiling several reports into a composite report, statement, or presentation for management.

    22

17. Skill in listening to customers' names and addresses and writing them correctly.

    1 16 22

18. Skill in writing grammatically correct, attention-getting advertising copy.

    22

19. Skill in developing descriptive phrases and sentences to be used in selling the product or services of the station.

    1 16 22

20. Skill in writing informative and effective letters.

    22

21. Skill in helping customers properly fill out credit application forms.

    1 16 22

24. Ability to talk clearly and pleasantly, conveying spirit and enthusiasm in one's speech.

    1 16 22

SERVICE STATION COMPETENCIES

AREA OF COMMUNICATIONS

Skills:

25. An ability to assist with training or teaching others.

    1 16 22

26. Ability to convey directions and instructions clearly to employees.

    16 22

27. Ability to conduct effective employee meetings.

    16 22

29. Ability to stimulate interest with trademark slogans, similes, etc.

    1 16 22

30. Skill in translating technical words concerning an item of merchandise into the customer's language.

    1 16 22

Attitudes:

1. Attitude that the ability to communicate skillfully in good English is essential to a person's business advancement.

    1 16 22

2. Attitude that poor or awkward grammar lowers service station personnel, station image, and services in the estimation of the customer.

    1 16 22

4. Attitude that in distributive occupations the spoken work (communications) is an important tool of the trade.

    1 16 22

5. Attitude that active membership in trade associations provides excellent opportunities for learning of trends and advanced methods in service station operation.
    22

6. An awareness that product knowledge, and business trends can be obtained by reading trade and business journals and publications.

    1 16 22

7. An awareness that the voice can be used to express conviction and convey confidence.

    1 16 22

SERVICE STATION COMPETENCIES

AREA OF COMMUNICATIONS

Attitudes:

8. Attitude that the tone of voice can express sincere welcome and eagerness to be of service.

   1 16 22

9. An appreciation of the value of correct enunciation and pronunciation in speaking.

   1 16 22

11. A belief that the voice is an important medium through which selling is accomplished.

   1 16 22

14. Attitude that listening "with a sensitive ear" one can often detect true sources of compliants or grievances among station personnel.

   16 22

15. An awareness that nothing is quite so important or contagious as enthusiasm - for the station, the goods and services and customers.

   1 16 22

16. A belief that an important phase of management's responsibility in any organization is communication.

   22

17. A belief that communication must be a two-way process between management and employees.

   16 22

18. A realization that even in the most skillfully constructed communications misinterpretations will develop.

   16 22

19. A belief that management has a responsibility to keep informed on technical advances and new methods in marketing and distribution by reading trade journals and publications.

   22

20. A realization that first impressions are important to the business and last impressions are longest remembered.

   1 16 22

21. An awareness that certain thoughtlessly used terms or words can be misinterpreted by the listener.

   1 16 22

SERVICE STATION COMPETENCIES

AREA OF COMMUNICATIONS

Attitudes:

22. An attitude that authorities in the field must be recognized when assembling data on a particular retailing or distributive topic.

    22

24. Attitude that attending station meetings for employees is a good way to keep informed of promotions, changing methods and operating picture.

    1 16 22

26. A belief that cooperation among service stations and other local businesses will result in a more successful operation with mutual benefits to all.

    1 16 22

27. Attitude that periodic dealer meetings offer an execellent opportunity to exchange business operations and promotion ideas with other service station management.

    22

SERVICE STATION COMPETENCIES[7]

AREA OF DISPLAY

Knowledges and Understandings:

1. Knowledge of how to develop copy for point-of-sale signs.

   1 16 22

2. Knowledge of the procedures for having point-of-sale signs printed.

   1 16 22

3. Knowledge of the uses of various types of fixtures for the most advantageous display of merchandise.

   1 16 22

4. Knowledge of how to employ seasonal themes in service station in-door and out-door displays.

   22

5. Knowledge of how to prepare merchandise for display.

   1 16 22

6. Knowledge of the housekeeping procedures necessary for the proper upkeep of displays or merchandise.

   1 16 22

7. Knowledge of the various types or arrangement of displays (pyramid, stairstep, etc.) which can be used in window, interior or pavement displays.

   1 16 22

8. Knowledge of the principles of color, harmony, balance and proportion in display construction.

   1 16 22

9. Knowledge of how to use price cards to emphasize the price of merchandise being shown.

   1 16 22

10. Knowledge of the ways to letter and design a simple sign.

    1 16 22

14. Knowledge of the ways to use indoor and outdoor display signs and lighting techniques most effectively.

    22

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[7] Numbers below each competency indicate number of job which requires the competency. See page 749 for job numbers.

SERVICE STATION COMPETENCIES

AREA OF DISPLAY

Knowledges and Understandings:

16. Knowledge of the best locations within the service station (at or opposite the cash register, just inside or outside the entrance) to place the most effective displays.

    16 22

17. Knowledge of the ways to use manufacturer's or supplier's display aids with discretion.

    16 22

18. Knowledge of how to use mass display in setting up displays of large quantities of merchandise.

    1 16 22

20. Knowledge of the ways to develop displays that feature merchandise as nearly as possible to the way it will be used.

    1 16 22

30. Knowledge of how to use cartons, cases and boxes effectively in building special displays.

    1 16 22

Skills:

1. Skill in arranging counter displays of merchandise.

    1 16 22

2. Skill in arranging attractive window displays.

    1 16 22

3. Skill in rearranging or replacing merchandise sold from interior or exterior displays.

    1 16 22

4. Skill in selecting merchandise for display that is seasonal and timely.

    16 22

5. Skill in displaying merchandise as it can be used.

    1 16 22

6. Skill in scheduling and featuring merchandise in displays at the same time it is being advertised.

    16 22

SERVICE STATION COMPETENCIES

AREA OF DISPLAY

Skills:

7. Skill in dismantling displays so that neither the merchandise nor the fixtures will be damaged.

   1 16 22

12. Skill in using mass display in setting up displays of large quantities of merchandise.

    1 16 22

14. Skill in using display-lighting techniques most effectively.

    22

17. Skill in using manufacturers' display aids with discretion.

    22

18. Skill in using the best selling locations within the service station.

    1 16 22

19. Skill in using related item or logical grouping display.

    1 16 22

21. Skill in using price cards to emphasize the price of products being shown.

    16 22

23. The ability to letter and design a simple sign.

    1 16 22

24. Skill in using color, harmony, balance and proportion in display construction.

    1 16 22

26. Skill in using various arrangements of merchandise in window or interior displays.

    1 16 22

27. Skill in using various types of display fixtures for the most effective display of merchandise.

    1 16 22

28. Skill in developing copy for point-of-sale signs.

    16 22

SERVICE STATION COMPETENCIES

AREA OF DISPLAY

Attitudes:

1. Attitude that good display of merchandise is a prime factor in developing a customer's interest.

   1 16 22

2. Attitude that the more customer exposure products have the more sales it should produce.

   1 16 22

3. Attitude that self-selection merchandise or products must be properly signed or identified for greatest ease in customer selection.

   1 16 22

4. Attitude that good display can be used to create prestige, obtain publicity, educate the public, introduce new styles, show new uses of goods and build goodwill.

   1 16 22

5. Attitude that displays tied in with local activities or seasonal events will create a favorable impression in the community.

   16 22

6. Attitude that displays should reflect the character of the service station in both quantity and quality.

   1 16 22

7. Attitude that displays should be changed often to maintain interest from customers.

   1 16 22

8. Attitude that open-back windows exposing an attractively displayed interior have a strong attracting power over passing customers.

   16 22

12. Attitude that effective display of self-selection merchandise can reserve the station employee's time for merchandise which requires selling aid.

    1 16 22

16. Attitude that clean station display windows enhance the merchandise being shown.

    1 16 22

19. Attitude that the preparation for the setting up of displays must be supervised and approved for adherance to station promotional policies.

    1 16 22

SERVICE STATION COMPETENCIES

AREA OF DISPLAY

Attitudes:

21. Attitude that the salesmen can often be helpful in suggesting or designing new display arrangements for products.

22

SERVICE STATION COMPETENCIES[7]

AREA OF HUMAN RELATIONS

Knowledges and Understandings:

1. Knowledge of how to get results through people by practicing effective human relations.

   16 22

2. Knowledge of the factors which appear to affect employee morale.

   16 22

3. Knowledge of how to dress appropriately for the job and maintain a well-groomed appearance.

   1 16 22

4. Knowledge of how to build morale in employees.

   16 22

5. Knowledge of how to recognize the accomplishments of others.

   16 22

6. Knowledge of how to develop and maintain a pleasant working environment.

   1 16 22

7. Knowledge of how to be orderly and systematic.

   1 16 22

8. Knowledge of how to show an interest in others.

   1 16 22

9. Knowledge of how to build sound working relationships in "forced" associations.

   1 16 22

10. Knowledge of how to motivate others for best performance.

    16 22

11. Knowledge of the evidences of poor morale - high personnel turnover, numerous grievances, increased absenteeism and tardiness, restriction of output, etc.

    16 22

12. Knowledge of morale as being the term frequently used to describe employee attitude toward their jobs, employer and fellow employees.

    1 16 22

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[7] Numbers below each competency indicate number of job which requires the competency. See page 749 for job numbers.

SERVICE STATION COMPETENCIES

AREA OF HUMAN RELATIONS

Knowledges and Understandings:

13. Understanding that supervisors or managers accomplish results by encouraging employees to work toward mutually beneficial objectives

    16 22

14. Understanding that a positive attitude is usually reflected in one's work.

    1 16 22

15. Understanding that the supervisor must help new employees adjust to their jobs, seeing that they are trained for thejob and that they become acquainted with fellow employees.

    16 22

16. Understanding that human relations in the service station consists of an interdependence with fellow employees, supervisors and customers.

    1 16 22

17. Understanding that personnel usually understand and comply more readily with policies and procedures which they have helped develop.

    16 22

18. Understanding that employees will comply more readily with policies they understand.

    16 22

20. Knowledge of the ways to effectively handle difficult customers.

    1 16 22

Skills:

1. Skill in developing and maintaining harmonious relationships with other employees.

    1 16 22

2. Skill in sponsoring new employees in the service station.

    1 16 22

3. Skill in working cooperatively with fellow employees, supervisors and management and being aware of their needs and motivations.

    1 16 22

4. Skill in maintaining an objective point of view in problem situations.

    1 16 22

SERVICE STATION COMPETENCIES

AREA OF HUMAN REALTIONS

Skills:

5. Skill in maintaining good health for effective job performance.

   1 16 22

6. Skill in developing personality traits necessary for successful job performance.

   1 16 22

7. Skill in representing the business favorably to customers and outside business associates.

   1 16 22

8. Skill in adapting to the personality and needs of customers.

   1 16 22

9. Skill in avoiding misrepresentations of people, products, services and policies.

   1 16 22

10. Skill in selecting the right person to do a job, giving clear instructions and following up on instructions to see that they are properly carried out.

    16 22

11. Skill in interviewing employees regarding corrections and grievances.

    22 16

13. Skill in training employees and following-up on the effectiveness of training.

    16 22

14. Skill in exercising self-control during trying situations.

    1 16 22

15. Skill in accepting criticism and turning it into a character-building element.

    1 16 22

16. Skill in demonstrating initiative and creativity.

    1 16 22

17. The ability to determine which applicants shall be employed in order to best carry out business objectives.

    22

18. The ability to follow-through on the initial experiences of new employees, determining whether they are to be retrained, transferred or released.

    22 16

SERVICE STATION COMPETENCIES

AREA OF HUMAN RELATIONS

Skills:

19. The ability to evaluate the abilities, interests and performance of employees in relation to possible advancement.

    22

20. Ability to capitalize on the talents and attributes of employees both to their benefit and that of the service station.

    22

21. Skill in adjusting to change.

    1 16 22

22. The ability to understand one's self.

    1 16 22

23. Skill in generating enthusiasm toward people.

    1 16 22

Attitudes:

1. Attitude that the service station's personnel policies are established for the benefit of the business and the employee.

   1 16 22

2. Attitude that next to job performance, human relations is an employee's greatest responsibility.

   1 16 22

3. Attitude that the worker's satisfactory job performance includes also how he influences other people, whether good or bad.

   1 16 22

4. Attitude that employee morale is a primary responsibility of management.

   16 22

5. A belief that honesty and integrity are personality traits necessary in job situations such as record-keeping, time-keeping and stockkeeping in addition to jobs that require working with money.

   1 16 22

6. An awareness that understanding others and one's self is basic to working harmoniously together.

   1 16 22

SERVICE STATION COMPETENCIES

AREA OF HUMAN RELATIONS

Attitudes:

7. Attitude that leadership concentrates on effective relationships with others, maintains respect, making progress and achieving results.

   16 22

8. A feeling that the effective supervisor must be a leader whose job is to achieve results through other people.

   16 22

9. An awareness that an employee must be willing to accept and adjust to change.

   1 16 22

10. Attitude that one must occasionally perform job duties in addition to one's job responsibilities when situations necessitate.

    1 16 22

11. A belief that a supervisor should set an example of personal work habits and character which employees can emulate.

    22 16

12. An awareness that good personal appearance helps create effective customer impressions.

    1 16 22

13. A feeling that good human relations within the service station builds good public relations.

    1 16 22

14. An awareness that good human relations improve employee morale by encouraging cooperation, generating happiness and creating harmony.

    16 22

15. An awareness that good human relations helps increase production by stimulating interest and creativeness in employees.

    16 22

16. An awareness that properly kept personnel records can create good employee relations and increase morale.

    22

17. An awareness that creativity among service station personnel should be rewarded.

    16 22

18. A willingness to accept and put into practice the planned policies and procedures of management.

    16 22

SERVICE STATION COMPETENCIES

AREA OF HUMAN RELATIONS

Attitudes:

19 An awareness that good human relations depends on the personality factor and the adjustment of personalities.

16 22

20. A realization that employees' ideas often prove beneficial when incorporated into business operations.

16 22

21. A realization that employee morale is influenced by the supervisor's attitude.

22 16

22. Attitude that the service station's participation in local community fund-raising events, such as United Fund Drive, usually creates goodwill toward the station from the public.

22 16

23. A recognition that training contributes to the understanding by supervisors of personnel management and other managerial functions which they must perform.

16 22

24. An awareness that motivation is closely connected with communication.

16 22

27. A recognition of the need for joining and participating in meetings and activities which will improve personal and professional development.

1 16 22

40. Attitude that one should give the best possible pavement service with the customer always first in mind.

1 16 22

SERVICE STATION COMPETENCIES[7]

AREA OF MATHEMATICS

Knowledges and Understandings:

2. Knowledge of the items which are involved in a service station's operating expenses.

   16 22

4. Understanding that a service station's gross margin should cover operating expenses and provide a percentage of profit.

   22

6. Knowledge of how to read and interpret a service station profit and loss statement.

   22

7. Knowledge of mathematical manipulations up to first degree algebraic expressions.

   1 16 22

9. Knowledge of how to maintain proper records of cash received and bank deposits to prevent losses.

   16 22

Skills:

1. Skill in multiplying and extending figures with facility.

   1 16 22

2. Skill in adding columns of figures with facility.

   1 16 22

4. Skill in reading and interpreting self computing scales that speed up mathematical procedures such as tax computation charts.

   1 16 22

5. Skill in balancing cash and totaling sales at the end of the day.

   1 16 22

6. Skill in computing local, state and federal taxes which must be applied in the sale of goods.

   1 16 22

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[7] Numbers below each competency indicate number of job which requires the competency. See page 749 for job numbers.

SERVICE STATION COMPETENCIES

AREA OF MATHEMATICS

Skills:

7. Skill in accurately computing employee and customer discounts, delivery charges, repair charges, etc. when writing out and computing saleschecks.

   1 16 22

8. Skill in figuring markup percent on individual items, on merchandise orders and merchandise carried in stock throughout a designated period.

   16 22

9. Skill in determining billed costs of merchandise after figuring quantity and trade discounts which the manufacturer or supplier offers.

   16 22

11. Skill in analyzing charts and graphs and interpreting the data.

    22 16

12. Skill in keeping stock control books, posting prices, models, codes, etc.

    22 16

14. Skill in quickly figuring into which retail price line an item of merchandise will fall when quoted its cost price.

    22

15. Skill in making change and using a cash register.

    1 16 22

16. Skill in selecting and analyzing pertinent factors from a statistical or written report.

    22

18. Skill in accurately calculating the exact amount of a customer's purchase.

    1 16 22

19. Skill in setting prices on goods and services that will cover the cost of operation and yield a profit.

    22

21. Skill in using and translating percentages with facility.

    1 16 22

23. The ability to maintain mathematically correct stock control records.

    16 22

24. Skill in figuring turnover and interpreting its relationship to service station operating profits.

    22

SERVICE STATION COMPETENCIES

AREA OF MATHEMATICS

Skills:

26. Skill in quickly determining the correct amount of trading stamps to issue with a customer's purchase.

    1 16 22

27. Skill in explaining time payment principles.

    1 16 22

Attitudes:

1. Attitude that carefully calculating the exact amount of a customer's purchase will prevent inventory shortages.

    1 16 22

3. Attitude that retail prices must be carefully placed on goods and services so as to cover the cost of operation and yield a profit.

    16 22

5. Attitude that careful use of the cash register will prevent inventory and money shortages.

    1 16 22

6. Attitude that adequate turnover is closely related to operating profits.

    16 22

SERVICE STATION COMPETENCIES[7]

AREA OF MERCHANDISING

Knowledges and Understandings:

1. Knowledge of the station's price line structure and pricing policies.

   22 1 16

2. Knowledge of the ways prices psychologically affect consumers.

   1 16 22

3. Knowledge of federal and state laws applicable to pricing.

   22

4. Knowledge of the procedures for analyzing and interpreting past sales records and performance in planning future sales and making purchases.

   22

5. Knowledge of the uses of forms and records necessary in inventory control.

   1 16 22

6. Understanding that stock counts are taken for inventory control purposes and for ordering purposes.

   1 16 22

9. Knowledge of the ways to handle special orders of merchandise or products for customers.

   16 22

11. Knowledge of the station's methods or procedures for changing the price of stock up or down and the correct procedures for recording.

    16 22

14. Knowledge of the usual or typical discounts and terms offered by manufacturers in the market from which the manager purchases merchandise.

    22

15. Knowledge of how to locate and use information on economic indicators or changes in consumer behavior or demands to forecast expected sales.

    22

16. Knowledge of vendors' terms and discounting policies.

    22

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[7] Numbers below each competency indicate number of job which requires the competency. See page 749 for job numbers.

SERVICE STATION COMPETENCIES

AREA OF MERCHANDISING

Knowledges and Understandings:

17. Knowledge of how to determine and interpret current trends in sales, customer buying habits, etc.

    22

18. Knowledge of the reasons for making returns of merchandise to suppliers.

    1 16 22

19. Knowledge of the procedures involved in a merchandise count for physical inventory.

    1 16 22

23. Knowledge of how to stimulate sales with timely advertising, mark-downs, special sales and station personnel incentives.

    22 16

24. Knowledge of the ways to best use product information or merchandise training sessions provided by manufacturers to keep station personnel up-to-date and customers well-informed.

    22

25. Knowledge of the factors such as transportation and discounts in addition to cost price of merchandise which affect the retail price of merchandise.

    22 16

28. Knowledge of stock quantities necessary for seasonal or year-round selling.

    22 16

31. Knowledge of the service station's bookkeeping procedures for recording price changes.

    16 22

35. Knowledge of how to use catalogue order procedures.

    22

Skills:

1. Skill in placing reorders as soon as the need is discovered to assure depth of stock in wanted merchandise.

    22

2. Skill in interpreting consumer demand as it applies to the merchandise and services offered by the service station.

    22 16

SERVICE STATION COMPETENCIES

AREA OF MERCHANDISING

Skills:

3. Skill in keeping up-to-date on trends through trade journals, suppliers, etc.

   22 16

4. Skill in maintaining a close relationship between stocks and sales.

   22

6. Skill in keeping informed of competitive conditions in the market area which the service station serves.

   22 16

7. The ability to use merchandise order forms.

   22

8. Ability to distinguish quality and value when buying automobile accessories, parts and petroleum products.

   22

10. Skill in taking accurate stock counts of merchandise for ordering, inventory or unit book control correction purposes.

    1 16 22

12. An ability to correctly change the prices of merchandise up or down.

    16 22

14. Ability to determine the quantity of merchandise to buy when purchasing new merchandise or reordering basic stocks.

    22

15. Skill in determining stock quantities necessary for seasonal or year-round selling.

    22

17. Skill in using product information or merchandise training sessions provided by manufacturers to keep station personnel up-to-date and customers well-informed.

    22

20. Skill in making effective use of current trends in sales, customer buying habits, styles, etc.

    22

22. Skill in using timely advertising, mark-downs, special sales and employee incentives to stimulate sales.

    22 16

SERVICE STATION COMPETENCIES

AREA OF MERCHANDISING

Skills:

25. Ability to use information on economic indicators to forecast expected sales.

    22

27. Skill in analyzing and interpreting past sales records and performance in planning future sales and purchases.

    22

28. The ability to determine the psychological effect of prices on a customer.

    22 16 1

30. Skill in scheduling stock counts to assure depth of stock in needed goods and products.

    22

31. The ability to participate in stock counts for physical inventories.

    1 16 22

32. Skill in handling special orders of merchandise for customers.

    16 22

33. Skill in interpreting vendors' terms and discounting policies.

    22

34. Skill in using forms and records necessary in inventory control.

    1 16 22

36. Skill in comparing merchandise costs and other factors affecting the retail price.

    22

39. The ability to effectively analyze proposed merchandise purchases by other management personnel, either authorizing revising or rejecting the proposed purchase in light of sales and stock conditions.

    22

41. Ability to check pump meters and stick-measure gasoline tanks in determining the amount of fuel on hand.

    16 22

Attitudes:

1. Attitude that stockkeeping errors or losses affect company profits.

    1 16 22

SERVICE STATION COMPETENCIES

AREA OF MERCHANDISING

Attitudes:

2. Attitude that complete assortments of desired products must be maintained at all times to stimulate best sales.

   1 16 22

3. Attitude that manager must be kept informed of low quantity points in needed stocks.

   1 16 22

4. Attitude that one must keep informed or manufacturers' or resources' products and lines of merchandise which can be valuably used by the service station.

   22

7. Attitude that a manager who spends as much time as possible on the"pavement" maintains a customer contact which is necessary for a good merchandising job.

   22

9. Attitude that a balanced stock is the basis of good merchandising in that maximum volume, customer goodwill, satisfactory profit, minimum investment and rapid turnover can be achieved.

   22

11. Attitude that before buying merchandise, its salability (past, present and potential), comparative market value, competitive elements and amount of stock on hand and on order must be considered.

    22

15. Attitude that the customer is the determining factor in buying merchandise for a service station.

    22

16. A belief that if the service station is to get its share of the business in its market area, merchandise must be bought and sold at competitive prices.

    22

18. Attitude that salesmen are a source of market, product (or merchandise) and consumer information.

    22

SERVICE STATION COMPETENCIES[7]

AREA OF PRODUCT AND/OR SERVICE KNOWLEDGE

Knowledges and Understandings:

1. Knowledge of the ways to interpret the features of a product into terms or benefits which appeal to customers.

   1 16 22

3. Knowledge of the ways to show that an item of merchandise is suited for the purpose the customer has in mind.

   1 16 22

4. Knowledge of the sources of merchandise information such as the merchandise itself, wrappers and labels, leaflets and price tags.

   1 16 22

6. Knowledge of the ways to handle merchandise when placing it in stock or on display as well as how to keep it clean.

   1 16 22

7. Knowledge of the various locations of merchandise in the station and in reserve stock.

   1 16 22

8. Knowledge of the sizes, colors, models and prices in which merchandise is available.

   1 16 22

9. Knowledge of substitute items that are used for formerly well-known products, what they are substitutes for and superior points of the substitute.

   1 16 22

10. Knowledge of the uses of specific products and differences between similar items so that items may be selected to meet a customer's needs.

    1 16 22

11. Knowledge of the values of advertising information to the service station employees.

    1 16 22

13. Understanding that merchandise or product information is a useful tool in opening a sales conversation with a customer.

    1 16 22

14. Understanding that merchandise guarantees and directions protect both the customer and the service station and help increase sales.

    1 16 22

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[7] Numbers below each competency indicate number of job which requires the competency. See page 749 for job numbers.

SERVICE STATION COMPETENCIES

AREA OF PRODUCT AND/OR SERVICE KNOWLEDGE

Knowledges and Understandings:

15. Knowledge of current merchandise product trends and innovations, etc.

1 16 22

16. Knowledge of the product features and customer acceptance of competing products.

1 16 22

19. Understanding that labels taking the form of tags, stamps, wrappers, etc. identify products as to their content.

1 16 22

20. Understanding that brand or trade names identify products by producer or distributor.

1 16 22

21. Understanding that brand or trade names are an advertising device used to encourage customer retention.

1 16 22

23. Knowledge of various governmental, state and local laws regarding standards.

22

25. Knowledge of the Federal Trade Commission protective measures as they apply to various products.

22

26. Knowledge of the various agencies that give protection to the customer in his buying.

1 16 22

27. Knowledge of the procedures a customer must follow to apply for and obtain a national credit card.

1 16 22

43. Knowledge of how to suggest to customers the best way to arrive at a destination, using a knowledge of local streets, highways and route numbers.

1 16 22

44. Knowledge of the fuel tank location on most all models of automobiles.

1 16 22

45. Knowledge of various makes or models of automobiles.

1 16 22

SERVICE STATION COMPETENCIES

AREA OF PRODUCT AND/OR SERVICE KNOWLEDGE

Knowledges and Understandings:

46. Knowledge of the ways to advise customers of the proper size or quality of products or accessory items being purchased for various makes of automobiles.

1 16 22

Skills:

1. Skill in analyzing a product in relation to current trends such as style, innovations and novelty appeal so that a better job of selling can be done.

1 16 22

2. Skill in knowing what to look for when making comparison shoppings of competitor's merchandise.

1 16 22

3. Skill in analyzing merchandise returned as unsatisfactory by customers to determine reasons for poor performance.

16 22

4. Skill in using facts about products when helping a customer make a buying decision.

1 16 22

5. Skill in keeping an accurate record of the supply of items on hand and/or the amount to reorder.

16 22

6. Skill in expressing customer benefits that accompany merchandise selling features.

1 16 22

7. Skill in building a sales talk around merchandise selling features.

1 16 22

9. Skill in showing to customers the points of superiority of one's own product in comparison to competing stations' products.

1 16 22

10. Skill in interpreting merchandise guarantees and directions to customers.

1 16 22

11. Skill in using facts from merchandise advertisements during sales.

1 16 22

SERVICE STATION COMPETENCIES

AREA OF PRODUCT AND/OR SERVICE KNOWLEDGE

Skills:

15. The ability to help a customer buy intelligently with the use of stamps, tags, wrappers, etc. attached to merchandise.

    1 16 22

16. Skill in maintaining a usable bank of product knowledge, selecting that which can be used with individual customers.

    1 16 22

17. The ability to use brand trade names to help customers identify and select products or merchandise.

    1 16 22

18. Skill in selecting and quoting factual comments about certain products.

    1 16 22

20. Ability to translate merchandise label information into selling points.

    1 16 22

31. Skill in quoting comparative prices of parts and accessories when selling to customers.

    1 16 22

32. Ability to explain the features of different grades of gasoline and compare their expected performance for customers.

    1 16 22

33. Ability to read and interpret various automotive service guides or charts when determining the best way to service a particular model car.

    16 22

34. Ability to determine when water must be added to radiator or battery and when an automobile's oil level is low.

    1 16 22

35. Ability to operate gasoline pumps with efficiency.

    1 16 22

Attitudes:

1. Attitude that a continual program of training and retraining employees with product and service knowledge must be carried out.

    16 22

2. Attitude that a familiarity with trade journals will supplement product, merchandise and services knowledge as well as identify current business trends.

    1 16 22

SERVICE STATION COMPETENCIES

AREA OF PRODUCT AND/OR SERVICE KNOWLEDGE

Attitudes:

3. Attitude that service station personnel must have sufficient knowledge of the merchandise, products or services they sell in order to answer a customer's question satisfactorily.

   1 16 22

4. Attitude that adequate merchandise knowledge creates in the service station employee enthusiasm for his work and adds to his selfconfidence.

   1 16 22

5. Attitude that usually services and benefits are sold rather than goods or merchandise.

   1 16 22

6. Attitude that merchandise or product information is obtainable from customers, competitors, sales representatives, producers, fellow sales employees and supervisors.

   1 16 22

8. A belief that adequate merchandise information will help increase sales and promote better customer relations.

   1 16 22

10. Attitude that specific merchandise information may be found in advertisements.

    1 16 22

11. Attitude that merchandise information can be gained by handling merchandise and by using it.

    1 16 22

9. A belief that adequate merchandise information will build customer confidence in the merchandise as well as in the station.
   1 16 22

SERVICE STATION COMPETENCIES[7]

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

2. Knowledge of the station's billing procedures.

   16 22

4. Knowledge of how to deal with slow payers or non-collectable credit accounts.

   22

7. Knowledge of how to handle and record customer payments of bills.

   16 22

8. Knowledge of how to interpret credit policies to customers when opening accounts.

   1 16 22

10. Knowledge of how to discuss delinquent accounts with a customer, keeping that person's goodwill.

    22

11. Knowledge of how to maintain a working environment where employees can have a sense of security and reasonable freedom from worry.

    16 22

13. Knowledge of the ways to make job orientation for new employees friendly, skillful and adequate.

    16 22

15. Knowledge of how to plan workforce budgets and schedule employee working hours, lunch hours and reliefs.

    16 22

16. Knowledge that a personnel organization by showing lines of authority and responsibility can be used in hiring and training as well as in increasing employee morale.

    22

17. Knowledge of the service station's procedures for evaluating employees.

    16 22

18. Knowledge of how to use the service station's policies for making decisions on hiring, promoting or dismissing employees.

    16 22

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[7] Numbers below each competency indicate number of job which requires the competency. See page 749 for job numbers.

SERVICE STATION COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

19. Knowledge of the qualifications set up for recruiting new employees.

16 22

20. Understanding that local and national economic factors such as strikes and demonstrations which may influence one's business.

22 16

21. Knowledge of the functions of service station maintenance.

1 16 22

22. Understanding that proper care of station equipment and proper stock arrangements can help prevent accidents.

1 16 22

23. Knowledge of how to set up a workable budget that will cover the costs of operation and yield a substantial profit.

22

24. Understanding that although management plans expense control budgets, the actual control must be carried out by the cooperative effort of all station employees.

1 16 22

25. Understanding that seemingly small savings in some expense areas can mean a substantial gain in profits.

1 16 22

26. Understanding that careful use of supplies will help control expenses.

1 16 22

28. Knowledge of how to authorize customer checks according to the station's policy.

1 16 22

30. Knowledge of the availability and location of customer facilities.

1 16 22

33. Knowledge of the factors which influence station arrangement and layout.

16 22

35. Knowledge of the factors which influence the area and site location or service stations.

16 22

SERVICE STATION COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

39. Knowledge of how to "close out" the service station at the end of a selling day.

    1 16 22

40. Knowledge of how to record and report federal and state sales taxes.

    1 16 22

41. Knowledge of procedures for reporting and handling damaged merchandise or products.

    1 16 22

43. Knowledge of how to use sales sheets in the reporting of daily sales in the service station.

    1 16 22

44. Knowledge of the amount on-hand of various items that is considered an adequate supply.

    1 16 22

46. Knowledge of the procedures for handling incorrect amounts or types of merchandise received.

    16 22

48. Knowledge of the bookkeeping and accounting process that accompanies the efficient operation of the business.

    16 22

49. Knowledge of the procedures for filing claims for merchandise damages, shortages and over-charges. 16 22

50. Knowledge of how to follow-through on non-delivered or lost merchandise.

    16 22

53. Knowledge of the various modes of transportation used in shipping merchandise from vendor or supplier to the station.

    16 22

54. Knowledge of the terms used in connection with the merchandise receiving and marking process such as buyers' order, invoice, apron, price code, blind check, direct check, receiving record, bill of lading, vendor and vendee.

    16 22

SERVICE STATION COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

59. Knowledge of how to handle employee complaints and grievances, maintaining an objective point-of-view.

16 22

67. Knowledge of how to take care of employees' and customers' accidents in the service station area.

1 16 22

68. Knowledge of how to interview potential employees, obtaining all necessary data and offering them information concerning the business- its operation and policies.

22

70. Knowledge of the names and purposes of significant professional associations - local, state and national - that are of interest to retail management.

16 22

73. Knowledge of how to control expenses in order to provide the highest possible profit.

22

75. Knowledge of how to properly handle records for the effective control of the store's operation.

22

76. Knowledge of how to unload delivery trucks quickly and efficiently, placing items in their proper position in the stock area.

1 16 22

Skills:

2. Skill in accurately handling and recording customer payment of bills.

16 22

3. Skill in tactfully handling slow-payers or non-collectable credit accounts.

22

4. Skill in determining when to take legal action with delinquent accounts.

22

7. Skill in making a decision on accepting or rejecting a credit application, after analyzing the determining factors.

22

SERVICE STATION COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Skills:

10. Skill in sending out billing statements according to the station's customer credit operation.

    22

12. Skill in selecting and using the methods of training best suited to individual situations.

    16 22

13. An ability to make job orientation for new employees friendly, skillful and adequate.

    16 22

14. Skill in carefully selecting and placing employees in jobs which they are physically, mentally and emotionally equipped to perform.

    22 16

15. Skill in selecting and hiring employees whose personal and business growth seem the most promising.

    22

16. Ability to observe and evaluate the operations of similar stations in an attempt to increase efficiency in one's own business operation.

    22 16

17. Ability to determine in various situations the most efficient way to get the job accomplished.

    1 16 22

18. Skill in handling and caring for service station equipment.

    1 16 22

19. The ability to locate (or place) stock and fixtures within the station to facilitate customer service, increase merchandise protection, eliminate employee and customer hazards and permit ease of restocking.

    16 22

21. Ability to contend with cases of shoplifting according to the station's policies and procedures.

    1 16 22

23. Skill in determining shipping and receiving discrepancies and taking and proper action.

    1 16 22

SERVICE STATION COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Skills:

26. Ability to keep informed of new developments and improvements in equipment and supplies and adapt those to the business that will prove most profitable.

22

28. Skill in following through on non-delivered or lost shipments.

16 22

29. Skill in handling incorrect amounts or types of merchandise received.

1 16 22

30. Skill in accurately checking merchandise in against an invoice.

1 16 22

34. Skill in planning and developing a workforce budget and scheduling employee working hours, lunch hours and reliefs.

16 22

37. Skill in determining, setting up and interpreting to employees those station policies and procedures that will prove most beneficial to the operation and growth of both the business and station personnel.

22

38. Ability to keep informed of local physical and economic factors (e.g. highway construction, industrial, business, housing developments) which might influence the volume of business.

22

39. Skill in keeping informed of state, federal and local laws concerning business operation and interpreting their implications for one's own business.

22

43. Skill in conducting weekly or periodic station employee meetings to promote the highest possible group effort and spirit.

22

45. Skill in planning and organizing work.

22

47. Ability to keep informed of new developments and improvements in equipment and supplies and adapt those to the business that will prove most profitable.

22

36. Skill in reducing costly errors by maintaining proper records of service station operations.

22

SERVICE STATION COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Skills:

50. Skill in avoiding mechanical breakdowns by setting up a sound maintenance program and adhering to it.

    22

51. Ability to tactfully identify mistakes employees have made and help them constructively correct them.

    16 22

56. Ability to determine when additional employees are needed in order to accomplish desired business objectives.

    22

Attitudes:

1. An awareness of the advantages of credit to the station - produces sales that might never have been made, increases the number of sales per customer, etc.

   1 16 22

2. An awareness of the advantages of credit to the customer - smooths out irregularities of purchasing power, is a shopping convenience, etc.

   1 16 22

4. Attitude that proper records of collections must be maintained.

   22 16

5. Attitude that salespeople must be supplied with credit information, especially changes in credit policies.

   22 16

6. A belief that each employee should be made to feel his efforts are really appreciated.

   16 22

7. A belief that careful and thoughtful consideration should be given to the probable effect each rule, notice and practice will have on the feelings of all concerned.

   22

8. A belief that employees should have a part in planning those things which affect their working conditions.

   22 16

SERVICE STATION COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Attitudes:

9. A belief that there should be a constant and intelligent effort on the part of management to be absolutely fair in every policy and every practice.

   22 16

10. Attitude that conditions should be such that working proves to be a satisfying social experience as well as a means of making a livelihood.

   22 16

11. A belief that efficient individual workers and an organization that functions smoothly are usually outcomes of effective employee training.

   22 16

12. Attitude that service station personnel must be continuously informed of new products, price changes and changes in operations and procedures through individual or group training.

   16 22

13. Attitude that salaries, commissions, bonuses and quotas have a direct influence on customer treatment and inter-personal relations of service station personnel.

   22 16

14. Attitude that it is management's responsibility for providing job knowledge

   16 22

15. Attitude that management, supervisors and employees require a framework of policies and procedures within which to operate.

   1 16 22

16. Attitude that a well kept service station is a primary means of attracting and holding business.

   1 16 22

17. Attitude that training employees to use good safety habits is a major responsibility of management.

   22 16

18. A realization that expenses are an influential factor in operating profitably.

   16 22

20. An awareness that special customer services and accomodations build customer goodwill and help increase sales.

   1 16 22

SERVICE STATION COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Attitudes:

23. An appreciation of the importance of location to the success of a station.

1 16 22

24. An awareness that a personnel organization enables the policies of the firm to be carried out and enables each person employed to make a contribution to its successful operation.

1 16 22

25. Attitude that lines of authority should be followed, so that a supervisor's position may not be weakened by management dealing directly with employees on matters that are logically in the supervisor's domain.

16 22

27. Attitude that complete records should be kept of all incoming merchandise for the station's protection.

1 16 22

29. Attitude that employee morale can be maintained and payroll savings brought about by carefully scheduling and budgeting employee working hours.

16 22

30. Attitude that attention must be paid to state and local laws regulating the hiring of minors, the use of women for certain jobs, wages and hours and health examinations.

22 16

32. Attitude that since the future of the business is dependent upon the quality of the future managers, a definite program for recruitment and development of future managerial personnel should be a part of every business.

22

34. Attitude that a good supervisor must also be an effective teacher or trainer

16 22

44. Attitude that wage schedules and job classifications should be followed closely for best personnel management.

22

45. Attitude that customer relations can be maintained at a high level by scheduling personnel for adequate pavement coverage.

22 16

SERVICE STATION COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Attitudes:

48. Attitude that careful scheduling and organization of workloads helps maintain high employee morale and work performed according to schedule.

22 16

49. Attitude that management must be constantly aware of and willing to take remedial action in such problem areas as inventory shrinkage, high personnel turnover, high variable expenses and low margin.

22

51. Attitude that when adding customer services, each must be analyzed in terms of profit.

22

52. Attitude that employees must be kept aware of sales, profits, margins, expenses, etc. in order to gain their cooperative effort in striving for best possible profits.

22 16

53. Attitude that established methods should be constantly questioned and new ideas incorporated to improve service to the customer.

22 16

55. Attitude that in order to be best prepared for future management responsibilities, trainees must be willing to work and train in various capacities within a service station.

1 16 22

56. Attitude that time spent training assistant managers (potential store managers) is worthwhile to the future of the business.

22

58. Attitude that the interests of the business can be effectively promoted by active participation in merchants' associations and local community project activities.

22

61. Attitude that it is necessary to take certain business risks in order to incorporate improved operations and increase business.

22

67. Attitude that training courses offered by suppliers for service station personnel are an excellent way to train and up-date the knowledge and abilities of employees.

22

SERVICE STATION COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Attitudes:

68. Attitude that a large group of repeat customers allows the dealer to make a near-accurate estimate of future sales volume which is helpful when planning a budget and scheduling work.

    22

69. Attitude that the schedule of service station business hours should be arranged to meet the needs of the type customers being served and adjusted when their buying habits change.

    22

70. Attitude that the nature of the service station location and the customers served will help determine the mechanical services that should be offered by the business.

    1 16 22

SERVICE STATION COMPETENCIES[7]

AREA OF SELLING

Knowledges and Understandings:

1. Knowledge of how to show or display merchandise to create interest and desire in customers.

   1 16 22

2. Knowledge of the ways to demonstrate merchandise to create interest and desire in customers.

   1 16 22

4. Knowledge of how to provide information about merchandise which will create desire or interest in customers.

   1 16 22

5. Knowledge of how to suggest related items, accessory items or larger quantities to customers in order to increase the amount of the sale.

   1 16 22

6. Knowledge of how to handle individual differences in customers.

   1 16 22

7. Knowledge of the ways to help a customer make a buying decision.

   1 16 22

8. Knowledge of the customer approaches such as greeting, service or combination which may be used when opening a sale.

   1 16 22

9. Knowledge of the procedures involved in conducting a cash transaction.

   1 16 22

10. Knowledge of the procedures for conducting a charge transaction.

    1 16 22

11. Knowledge of how to properly handle credit cards during a charge sales transaction.

    1 16 22

12. Knowledge of how to operate a cash register correctly.

    1 16 22

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[7] Numbers below each competency indicate number of job which requires the competency. See page 749 for job numbers.

SERVICE STATION COMPETENCIES

AREA OF SELLING

Knowledges and Understandings:

13. Knowledge of the station's procedures for handling merchandise being returned by the customer for exchange, cash refund or charge credit.

1 16 22

14. Knowledge of how to make change and count it back to the customer.

1 16 22

15. Knowledge of the procedures to use when writing out saleschecks.

1 16 22

16. Knowledge of the ways to determine how and when to close a sale.

1 16 22

17. Knowledge of the importance of credit as a selling tool.

1 16 22

18. Knowledge of how to translate product knowledge into customer benefits.

1 16 22

19. Knowledge of the ways to handle customer complaints according to station policy.

1 16 22

20. Knowledge of the service station's credit policies, terms and credit plans.

1 16 22

23. Knowledge of the selling features of the products and/or services.

1 16 22

24. Understanding that customer loyalty can be built with timely merchandise and friendly service.

1 16 22

26. Knowledge of how to analyze customer needs.

1 16 22

28. Knowledge of how to process checks received in payment for merchandise purchased.

1 16 22

SERVICE STATION COMPETENCIES

AREA OF SELLING

Knowledges and Understandings:

32. Knowledge of how to use a lubrication and oil change file system for reminding customers when this car service should be performed.

16 22

33. Knowledge of how to prepare or organize stock for accurate and fast counting during an inventory.

1 16 22

36. Knowledge of the housekeeping duties which must be performed in connection with proper stock care.

1 16 22

37. Knowledge of how to make minor repairs to merchandise to return it to selling condition.

1 16 22

38. Understanding that a combination of seeing, hearing and participation on the part of the customer helps strengthen a sales presentation.

1 16 22

39. Understanding that effectively handling merchandise builds respect for the goods in the customer's mind and helps to emphasize value.

1 16 22

40. Understanding that the effects of underselling are often as harmful as overselling.

1 16 22

57. Knowledge of how to detect and point out to customers automobile parts that need replacement.

1 16 22

Skills:

1. Skill in remembering customers' names when serving them.

1 16 22

2. Skill in distinguishing a customer's personal characteristics while talking to him.

1 16 22

SERVICE STATION COMPETENCIES

AREA OF SELLING

Skills:

4. Skill in remembering personal information about individual customers.

   1 16 22

6. Skill in showing a genuine interest in the customer's problem.

   1 16 22

7. Skill in determining where the customer is in his thinking and proceeding to assist him through the remaining decisions in the buying process.

   1 16 22

8. Skill in opening a sales conversation with a suitable statement or remark.

   1 16 22

9. Skill in determining customers' wants and desires during a sale.

   1 16 22

10. Skill in suggesting to customers items of merchandise or services that can be substituted for the unavailable or desired ones.

    1 16 22

11. Skill in listening for indications regarding the prices a customer wants to pay during a sale.

    1 16 22

12. Skill in relating merchandise, product or service benefits to a customer's needs when talking about them.

    1 16 22

13. Skill in sensing a customer's objections and handling them as effectively as possible.

    1 16 22

14. Skill in suggesting larger quantities, related products and additional products in an effort to increase the average purchase.

    1 16 22

15. Skill in closing a sale with a statement appropriate to the occasion or the season.

    1 16 22

4

SERVICE STATION COMPETENCIES

AREA OF SELLING

Skills:

16. Ability to effectively suggest merchandise advertised by the service station that might satisfy the needs of the customer.

1 16 22

18. The ability to determine how to handle individual situations in which merchandise is being returned for exchange, cash refund or charge credit.

1 16 22

19. Ability to treat customers with courtesy even though they don't buy in hopes that they will return to buy at some future date.

1 16 22

20. Skill in determining the best location and arrangement of stock in the service station, in an understock or a reserve stock.

16 22

21. Skill in taking advantage of an opportunity to sell related or accessory products to customers.

1 16 22

22. Ability to determine the buying motives of customers and then appeal to them.

1 16 22

23. Ability to question,observe and listen in order to complete a successful sale.

1 16 22

24. The ability to provide customers "facts and benefits" with discretion, analyzing and judging their reactions.

1 16 22

27. The ability to efficiently handle a cash register.

1 16 22

28. The ability to efficiently handle charge transactions.

1 16 22

29. The ability to efficiently handle a cash sales transaction.

1 16 22

30. Skill in helping a customer make a buying decision.

1 16 22

SERVICE STATION COMPETENCIES

AREA OF SELLING

Skills:

32. Skill in demonstrating merchandise in the ways it may be used by the customer.

1 16 22

33. Skill in showing or displaying merchandise or products in a way that creates interest and desire in customers.

1 16 22

34. Skill in determining when and how to close a sale.

1 16 22

35. The ability to determine the correct change and count it back to a customer during a cash sale according to station procedure.

1 16 22

36. The ability to tactfully handle difficult customers.

1 16 22

37. Skill in properly writing out saleschecks.

1 16 22

38. Skill in using the station's island procedure in taking care of a car.

1 16 22

43. Ability to determine quickly when price alterations are necessary to meet competition.

22

55. Ability to perform such car-servicing tasks as lubricating, changing tires, replacing mufflers and charging batteries.

1 16 22

56. Skill in operating service or tow trucks to service stalled automobiles.

1 16 22

Attitudes:

1. A feeling that each customer is an "individual."

1 16 22

2. A feeling that the customer needs the services or products being offered.

1 16 22

3. A feeling of sincere interest in customers and their problems.

1 16 22

SERVICE STATION COMPETENCIES

AREA OF SELLING

Attitudes:

4. A belief that the job of selling contributes to the well-being of customers.

   1 16 22

5. A strong interest in the merchandise, products or services being sold.

   1 16 22

6. A conviction that selling is important to the customer, to the station and to the economy

   1 16 22

7. A feeling that value is added to merchandise that is handled with care and respect.

   1 16 22

8. A feeling that genuine enthusiasm for merchandise during a sale will help create desire or interest in the customer.

   1 16 22

9. Attitude that customers' objections must be handled and overcome with respect.

   1 16 22

10. Attitude that a customer's complaint is an excellent opportunity to build goodwill.

    1 16 22

11. Attitude that good display of merchandise or products is a prime factor in developing a customer's interest.

    1 16 22

12. Attitude that suggestion selling is a service to the customer and also increases volume and profits.

    1 16 22

13. Attitude that the act of selling is helping the customer obtain maximum personal satisfaction for money spent.

    1 16 22

14. Attitude that basic product information is necessary to demonstrate good selling practices.

    1 16 22

15. Attitude that sufficient understanding of a firm's policies is necessary to truly represent the viewpoint of management to customers.

    1 16 22

SERVICE STATION COMPETENCIES

AREA OF SELLING

Attitudes:

16. A realization of the importance of the service station employee's position in regard to his public relations function.

1 16 22

18. Attitude that today's customer keeps up-to-date on recent developments, is often presold when he arrives in the station, is alert to new ideas, wants facts about the merchandise and expects wide assortments.

1 16 22

19. Attitude that today's customer chooses the service station where service is quick, efficient and friendly.

1 16 22

20. Attitude that the customer - by his very act of complaining - is giving the service station an opportunity to correct a possible fault in its operation.

16 22

21. A feeling of pride in being a service station employee.

1 16 22

25. Attitude that customers should be approached promptly and not be kept waiting.

1 16 22

26. A belief that one should live up to promises made to customers.

1 16 22

27. A belief that one should take advantage of sales training opportunities.

1 16 22

29. Attitude that in selling, one is appealing to such fundamental human wants as security, love and power.

1 16 22

30. That the manager must be promptly informed of items not in stock for which customers ask.

1 16

32. An awareness that people usually do not buy a product itself, rather, they buy product benefits.

1 16 22

SERVICE STATION COMPETENCIES

AREA OF SELLING

Attitudes:

33. An awareness that successful selling hinges on adequate product information, the customer's understanding and the station employee's personality.

1 16 22

34. Attitude that in keeping supplies and equipment replenished on the pump islands a higher degree of efficiency and customer goodwill can be maintained.

1 16 22

40. Attitude that one should give the best customer service, with the customer always first in mind.

1 16 22

53. Ability to quickly spot low-stock items and refill immediately from a reserve stock.

1 16 22

57. Attitude that in addition to driveway sales duties and lub-room responsibilities, each employee has a responsibility toward the cleanliness of the station.

1 16 22

64. Attitude that providing a pick-up service will increase business and stimulate customer goodwill

1 16 22

65. Attitude that each occasional customer can be converted into a regular, repeat buyer at the service station.

1 16 22

66. Attitude that clean, sparkling restrooms well supplied with soap, towels, etc. do much to increase customer goodwill.

1 16 22

TABLE 232
SERVICE STATIONS
ADVERTISING COMPETENCIES

	KNOWLEDGES:			SKILLS:			ATTITUDES:		
JOBS:	1	16	22	1	16	22	1	16	22
COMPETENCIES									
1	✓	✓	✓	✓	✓	✓	✓	✓	✓
2			✓	✓	✓	✓	✓	✓	✓
3	✓	✓	✓			✓	✓	✓	✓
4	✓	✓	✓				✓	✓	✓
5								✓	✓
6						✓	✓	✓	✓
7			✓			✓	✓	✓	✓
8						✓	✓	✓	✓
9	✓	✓	✓			✓			✓
10							✓	✓	✓
11	✓	✓	✓	✓	✓	✓	✓	✓	✓
12	✓	✓	✓			✓	✓	✓	✓
13	✓	✓	✓	✓	✓	✓	✓	✓	✓
14	✓	✓	✓			✓	✓	✓	✓
15			✓			✓			✓
16		✓	✓				✓	✓	✓
17						✓			
18									
19									
20									
21			✓						
22			✓						
23			✓						

TABLE 233
SERVICE STATIONS
COMMUNICATIONS COMPETENCIES

	KNOWLEDGES:			SKILLS:			ATTITUDES:		
JOBS:	1	16	22	1	16	22	1	16	22
COMPETENCIES									
1	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	✓	✓	✓	✓	✓	✓	✓	✓	✓
3			✓	✓	✓	✓			
4	✓	✓	✓	✓	✓	✓	✓	✓	✓
5	✓	✓	✓	✓	✓	✓			✓
6				✓	✓	✓	✓	✓	✓
7				✓	✓	✓	✓	✓	✓
8		✓	✓				✓	✓	✓
9	✓	✓	✓	✓	✓	✓	✓	✓	✓
10	✓	✓	✓	✓	✓	✓			
11					✓	✓	✓	✓	✓
12	✓	✓	✓						
13			✓			✓			
14		✓	✓	✓	✓	✓		✓	✓
15					✓	✓	✓	✓	✓
16						✓			✓
17		✓	✓	✓	✓	✓		✓	✓
18	✓	✓	✓			✓		✓	✓
19	✓	✓	✓	✓	✓	✓			✓
20						✓	✓	✓	✓
21				✓	✓	✓	✓	✓	✓
22									✓
23									
24				✓	✓	✓	✓	✓	✓
25				✓	✓	✓			
26					✓	✓	✓	✓	✓
27					✓	✓			✓
28									
29				✓	✓	✓			
30				✓	✓	✓			

TABLE 234
SERVICE STATIONS
DISPLAY COMPETENCIES

JOBS:

COMPETENCIES	KNOWLEDGES:			SKILLS:			ATTITUDES:		
	1	16	22	1	16	22	1	16	22
1	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	✓	✓	✓	✓	✓	✓	✓	✓	✓
4			✓		✓	✓	✓	✓	✓
5	✓	✓	✓	✓	✓	✓		✓	✓
6	✓		✓		✓	✓	✓	✓	✓
7	✓	✓	✓	✓	✓	✓	✓	✓	✓
8	✓	✓	✓					✓	✓
9	✓	✓	✓						
10	✓	✓	✓						
11									
12				✓	✓	✓	✓	✓	✓
13									
14			✓			✓			
15									
16		✓	✓				✓	✓	✓
17		✓	✓			✓			
18	✓	✓	✓	✓	✓	✓			
19				✓	✓	✓	✓	✓	✓
20	✓	✓	✓						
21					✓	✓			✓
22									
23				✓	✓	✓			
24				✓	✓	✓			
25									
26				✓	✓	✓			
27				✓	✓	✓			
28					✓	✓			
29									
30	✓	✓	✓						

TABLE 235
SERVICE STATIONS
HUMAN RELATIONS COMPETENCIES

JOBS:

COMPETENCIES	KNOWLEDGES:			SKILLS:			ATTITUDES:		
	1	16	22	1	16	22	1	16	22
1		✓	✓	✓	✓	✓	✓	✓	✓
2		✓	✓	✓	✓	✓	✓	✓	✓
3	✓	✓	✓	✓	✓	✓	✓	✓	✓
4		✓	✓	✓	✓	✓		✓	✓
5		✓	✓	✓	✓	✓	✓	✓	✓
6	✓	✓	✓	✓	✓	✓	✓	✓	✓
7	✓	✓	✓	✓	✓	✓		✓	✓
8	✓	✓	✓	✓	✓	✓		✓	✓
9	✓	✓	✓	✓	✓	✓	✓	✓	✓
10		✓	✓		✓	✓	✓	✓	✓
11		✓	✓		✓	✓		✓	✓
12	✓	✓	✓				✓	✓	✓
13		✓	✓		✓	✓	✓	✓	✓
14	✓	✓	✓	✓	✓	✓	✓	✓	✓
15		✓	✓	✓	✓	✓	✓	✓	✓
16	✓	✓	✓	✓	✓	✓			✓
17		✓	✓			✓		✓	✓
18		✓	✓		✓	✓		✓	✓
19						✓		✓	✓
20	✓	✓	✓			✓		✓	✓
21				✓	✓	✓		✓	✓
22				✓	✓	✓		✓	✓
23				✓	✓	✓		✓	✓
24								✓	✓
25									
26									
27							✓	✓	✓
28									
29									
30									
31									
32									
33									
34									
35									
36									
37									
38									
39									
40							✓	✓	✓

TABLE 236
SERVICE STATIONS
MATHEMATICS COMPETENCIES

COMPETENCIES	KNOWLEDGES:			SKILLS:			ATTITUDES:		
JOBS:	1	16	22	1	16	22	1	16	22
1				✓	✓	✓	✓	✓	✓
2		✓	✓	✓	✓	✓			
3								✓	✓
4			✓	✓	✓	✓			
5				✓	✓	✓	✓	✓	✓
6			✓	✓	✓	✓		✓	✓
7	✓	✓	✓	✓	✓	✓			
8					✓	✓			
9		✓	✓		✓	✓			
10									
11					✓	✓			
12					✓	✓			
13									
14						✓			
15				✓	✓	✓			
16						✓			
17									
18				✓	✓	✓			
19						✓			
20									
21				✓	✓	✓			
22									
23					✓	✓			
24						✓			
25									
26				✓	✓	✓			
27				✓	✓	✓			

TABLE 237
SERVICE STATIONS
MERCHANDISING COMPETENCIES

COMPETENCIES	KNOWLEDGES:			SKILLS:			ATTITUDES:		
JOBS:	1	16	22	1	16	22	1	16	22
1	✓	✓	✓			✓	✓	✓	✓
2	✓	✓	✓		✓	✓	✓	✓	✓
3			✓		✓	✓	✓	✓	✓
4			✓			✓			✓
5	✓	✓	✓						
6	✓	✓	✓		✓	✓			
7						✓			✓
8						✓			
9		✓	✓						✓
10				✓	✓	✓			
11		✓	✓						✓
12					✓	✓			
13									
14			✓			✓			
15			✓			✓			✓
16			✓						✓
17			✓			✓			
18	✓	✓	✓						✓
19	✓	✓	✓						
20						✓			
21									
22					✓	✓			
23		✓	✓						
24			✓						
25		✓	✓			✓			
26									
27						✓			
28		✓	✓	✓	✓	✓			
29									
30						✓			
31		✓	✓	✓	✓	✓			
32					✓	✓			
33						✓			
34				✓	✓	✓			
35			✓						
36						✓			
37									
38									
39						✓			
40									
41					✓	✓			

TABLE 238
SERVICE STATIONS
OPERATIONS AND MANAGEMENT COMPETENCIES

COMPETENCIES	KNOWLEDGES:			SKILLS:			ATTITUDES:		
JOBS:	1	16	22	1	16	22	1	16	22
1							✓	✓	✓
2		✓	✓		✓	✓	✓	✓	✓
3						✓			
4			✓			✓		✓	✓
5								✓	
6								✓	✓
7		✓	✓			✓			✓
8	✓	✓	✓					✓	✓
9								✓	✓
10			✓			✓		✓	✓
11		✓	✓					✓	✓
12		✓	✓		✓	✓		✓	✓
13		✓	✓		✓	✓		✓	✓
14		✓	✓		✓	✓		✓	✓
15		✓	✓			✓	✓	✓	✓
16			✓		✓	✓	✓	✓	✓
17		✓	✓	✓	✓	✓		✓	✓
18		✓	✓	✓	✓	✓		✓	✓
19		✓	✓		✓	✓			
20		✓	✓				✓	✓	✓
21	✓	✓	✓	✓	✓	✓			
22	✓	✓	✓						
23			✓	✓	✓	✓	✓	✓	✓
24	✓	✓	✓				✓	✓	✓
25	✓	✓	✓					✓	✓
26	✓	✓	✓			✓			
27							✓	✓	✓
28	✓	✓	✓		✓	✓			
29				✓	✓	✓		✓	✓
30	✓	✓	✓	✓	✓	✓		✓	✓
31									
32									✓
33		✓	✓						
34					✓	✓		✓	✓
35		✓	✓						
36						✓			
37						✓			
38						✓			
39	✓	✓	✓			✓			
40	✓	✓	✓						
41	✓	✓	✓						
42									
43	✓	✓	✓			✓			
44	✓	✓	✓						✓
45						✓		✓	✓
46		✓	✓						
47						✓			
48		✓	✓					✓	✓
49		✓	✓						✓
50		✓	✓			✓			
51					✓	✓			✓
52								✓	✓
53		✓	✓					✓	✓
54		✓	✓						
55							✓	✓	✓
56						✓			✓
57									
58									✓
59		✓	✓						
60									
61									✓
62									
63									
64									
65									
66									
67	✓	✓	✓						✓
68			✓						✓
69									✓
70		✓	✓				✓	✓	✓
71									
72									
73			✓						
74									
75			✓						
76	✓	✓	✓						
77									
78									
79									
80									
81									

TABLE 239
SERVICE STATIONS
PRODUCT AND SERVICE TECHNOLOGY COMPETENCIES

COMPETENCIES	KNOWLEDGES:			SKILLS:			ATTITUDES:		
JOBS:	1	16	22	1	16	22	1	16	22
1	✓	✓	✓	✓	✓	✓		✓	✓
2				✓	✓	✓	✓	✓	✓
3	✓	✓	✓		✓	✓	✓	✓	✓
4	✓	✓	✓	✓	✓	✓	✓	✓	✓
5					✓	✓	✓	✓	✓
6	✓	✓	✓	✓	✓	✓	✓	✓	✓
7	✓	✓	✓	✓	✓	✓			
8	✓	✓	✓				✓	✓	✓
9	✓	✓	✓	✓	✓	✓	✓	✓	✓
10	✓	✓	✓	✓	✓	✓	✓	✓	✓
11	✓	✓	✓	✓	✓	✓	✓	✓	✓
12									
13	✓	✓	✓						
14	✓	✓	✓						
15	✓	✓	✓	✓	✓	✓			
16	✓	✓	✓	✓	✓	✓			
17				✓	✓	✓			
18				✓	✓	✓			
19	✓	✓	✓						
20	✓	✓	✓	✓	✓	✓			
21	✓	✓	✓						
22									
23			✓						
24									
25			✓						
26	✓	✓	✓						
27	✓	✓	✓						
28									
29									
30									
31				✓	✓	✓			
32				✓	✓	✓			
33					✓	✓			
34				✓	✓	✓			
35				✓	✓	✓			
36									
37									
38									
39									
40									
41									
42									
43	✓	✓	✓						
44	✓	✓	✓						
45	✓	✓	✓						
46	✓	✓	✓						
47									
48									
49									
50									

TABLE 240
SERVICE STATIONS
SELLING COMPETENCIES

COMPETENCIES	KNOWLEDGES:			SKILLS:			ATTITUDES:		
JOBS:	1	16	22	1	16	22	1	16	22
1	[illegible]	✓	✓	✓	✓	✓	✓	✓	✓
2	✓	✓	✓	✓	✓	✓	✓	✓	✓
3							✓	✓	✓
4	✓	✓	✓	✓	✓	✓	✓	✓	✓
5	✓	✓	✓				✓	✓	✓
6	✓	✓	✓	✓	✓	✓	✓	✓	✓
7	✓	✓	✓	✓	✓	✓	✓	✓	✓
8	✓	✓	✓	✓	✓	✓	✓	✓	✓
9	✓	✓	✓	✓	✓	✓	✓	✓	✓
10	✓	✓	✓	✓	✓	✓	✓	✓	✓
11	✓	✓	✓	✓	✓	✓	✓	✓	✓
12	✓	✓	✓	✓	✓	✓	✓	✓	✓
13	✓	✓	✓	✓	✓	✓	✓	✓	✓
14	✓	✓	✓	✓	✓	✓	✓	✓	✓
15	✓	✓	✓	✓	✓	✓	✓	✓	✓
16	✓	✓	✓	✓	✓	✓	✓	✓	✓
17	✓	✓	✓						
18	✓	✓	✓	✓	✓	✓	✓	✓	✓
19	✓	✓	✓	✓	✓	✓	✓	✓	✓
20	✓	✓	✓		✓	✓		✓	✓
21				✓	✓	✓	✓	✓	✓
22				✓	✓	✓			
23	✓	✓	✓	✓	✓	✓			
24	✓	✓	✓	✓	✓	✓			
25							✓	✓	✓
26	✓	✓	✓				✓	✓	✓
27				✓	✓	✓	✓	✓	✓
28	✓	✓	✓	✓	✓	✓			
29				✓	✓	✓	✓	✓	✓
30				✓	✓	✓	✓	✓	
31									
32		✓	✓	✓	✓	✓	✓	✓	✓
33	✓	✓	✓	✓	✓	✓	✓	✓	✓
34				✓	✓	✓	✓	✓	✓
35				✓	✓	✓			
36	✓	✓	✓	✓	✓	✓			
37	✓	✓	✓	✓	✓	✓			
38	✓	✓	✓	✓	✓	✓			
39	✓	✓	✓						
40	✓	✓	✓				✓	✓	✓
41									
42									
43						✓			
44									
45									
46									
47									
48									
49									
50									
51									
52									
53							✓	✓	✓
54									
55				✓	✓	✓			
56				✓	✓	✓			
57	✓	✓	✓				✓	✓	✓
58									
59									
60									
61									
62									
63									
64							✓	✓	✓
65							✓	✓	✓
66							✓	✓	✓
67									
68									
69									
70									
71									
72									
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75									

SUMMARY AND IMPLICATIONS

In this chapter, the critical tasks of workers in 3 selected jobs in service stations, the competencies needed to perform the tasks and a cross-tabulation of competencies required by workers in the 3 jobs were presented.

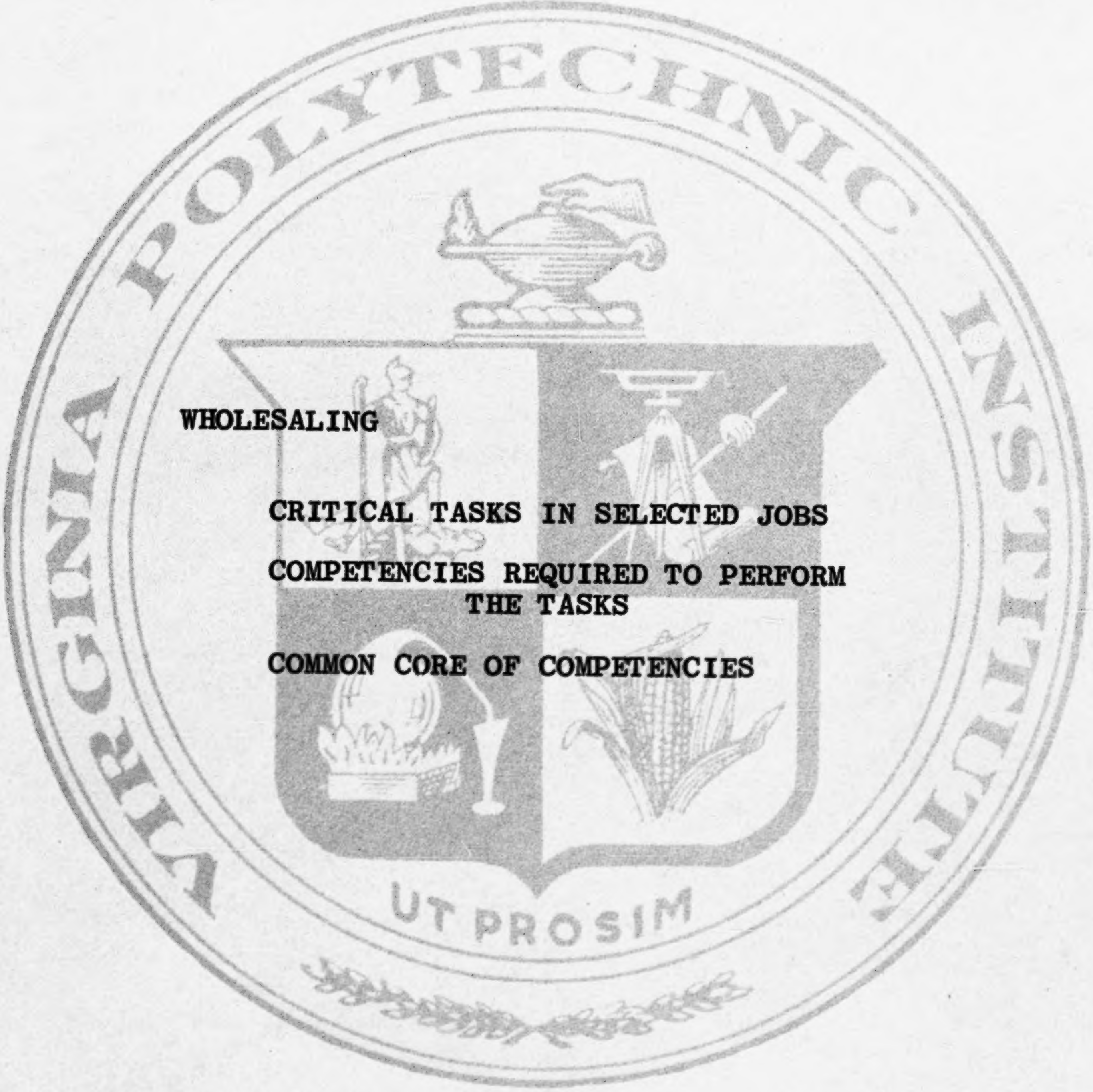
Data concerning the critical tasks were obtained through structured interviews with the employee in the job being studied and with the supervisor of this employee. Interviews were conducted in Richmond, Roanoke and Wytheville, Virginia. A Service Station Advisory Committee assisted in identifying jobs in a two-step career continuum.

Competencies needed to perform the identified tasks were evaluated by paired distributive specialists. The competencies were clustered around the following areas: advertising, communications, display, human relations, mathematics, merchandising, operations and management, product and/or service technology and selling. In each area, the competencies were listed as knowledges and understandings, skills and attitudes.

The cross-tabulation of competencies shows common cores of competencies in each of the areas.

Although the primary purpose of this step of the research project was to provide a basis for decisions concerning the technical component of the distributive teacher education curriculum, the data should be useful to curriculum workers concerned with high school, post secondary and adult curriculums.

It is strongly recommended that a study be made of jobs in other phases of business in the petroleum field. It is also recommended that a study be made of service station jobs requiring mechanical skills in order to determine the extent to which these workers require competencies common to certain distributive workers. A similar study should be made of jobs in auto parts operations, wherever they may be located. Such studies would provide data on which to make decisions concerning joint training efforts with vocational industrial education. Other recommendations concerning the technical phase of the study are included in Chapter VI, Volume I.


VIRGINIA POLYTECHNIC INSTITUTE
UT PROSIM

WHOLESALING

CRITICAL TASKS IN SELECTED JOBS

COMPETENCIES REQUIRED TO PERFORM THE TASKS

COMMON CORE OF COMPETENCIES

CHAPTER XI

CRITICAL TASKS AND COMPETENCIES IN THE WHOLESALING CATEGORY

Purpose: The specific purpose of this part of Step IV of the research study, "A Competency Pattern Approach to Curriculum Construction in Distributive Teacher Education," was to determine the critical tasks required by distributive workers in the wholesaling category and to determine the competencies needed to perform these tasks.

DESIGN OF THE STUDY[22]

As explained in Chapter V, Volume I, the critical tasks performed by workers in selected jobs in the wholesaling category were identified through structured interviews. The pattern of interviewing in the wholesaling field varied from the established pattern for other categories. The pattern for other categories, with the exception of hotels/motels, was to interview a full-time employee and the supervisor of that employee in each job in a two-step career continuum. Interviews concerning the same job were scheduled in Richmond, Roanoke and Wytheville, Virginia. The Wholesaling Advisory Committee identified jobs for study in drug, food and hardware wholesaling businesses. The jobs did not follow the job progression used in most other categories nor were all the jobs studied in all three locations. Interviews were held in Richmond, Roanoke, Wytheville and Norfolk, Virginia. Another variation in the pattern was in the number of interviews. Since it was not possible to study all jobs in the three types of wholesaling businesses (drug, food, and hardware), each job was studied in only one type business and in only one city. Interviews were conducted for head buyer/merchandise manager and merchandiser in a food wholesaling business in Richmond; interviews for order selector/warehouseman, buyer and salesman were conducted in a hardware wholesaling business in Roanoke; interviews for receiving/shipping supervisor, warehouse manager and sales manager were conducted in a drug wholesaling business in Norfolk; interviews for route salesman and vending salesman/supplier were conducted in Wytheville. Interviews were conducted with a full-time employee and the supervisor of the employee in that job except in two instances - head buyer/merchandise manager and warehouse manager. Interviews for these jobs were conducted only with people in the positions. The listing of Entry, Career and Specialist Jobs is on page 838. The Advisory Committee also reviewed the items in the pre-coded Interview Guide, a sample of which is in Appendix B., Volume I.

A tentative list of competencies needed to perform the identified critical tasks was drawn from the literature and from discussions with authorities in the wholesaling industry. This list was evaluated by a distributive education teacher educator with a speciality in the area of wholesaling. This teacher educator also evaluated the selection of jobs which seemed to require the competency.

ANALYSIS AND INTERPRETATION OF THE DATA

Critical Tasks: In Tables 241 through 264 the responses of supervisors and employees in selected wholesaling businesses are given. In instances where both respondents indicated that they never performed a listed task, that task was deleted. Tasks that were added to the list of tasks on the pre-coded Interview Guide are listed below each table. These additional tasks were not submitted to other respondents, but were discussed with the distributive specialists who served on this part of the research and were considered in developing needed competencies.

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[22] See Chapter V, Volume I, for a complete explanation of the procedures used in Step IV.

The data are organized in this way: Specific job duties and related job duties (tasks related to display, stock, advertising and customer contacts) are provided for each of the 10 jobs in Tables 241 - 260. Data concerning in-wholesaling business contacts, out-of-wholesaling business contacts, supervisory responsibilities and equipment and material are provided in Tables 261 - 264. The reader should refer to the listing of Entry, Career and Specialist Jobs, page 838, for job titles to which the job numbers in the tables correspond. Competency clues regarding merchandise information and wholesaling business policies and procedures are given on pages 880 - 883. Workers who indicated the need for these competencies are identified by job number under each category.

Competencies: Competencies needed to perform the critical tasks are organized into nine areas: advertising, communications, display, human relations, mathematics, merchandising, operation and management, product and/or service technology and selling. Knowledges and understandings, skills and attitudes are presented under each of the nine areas. Job numbers of workers who need the competency are given below each competency. The reader should note that the job number for the route salesman and the vending salesman/supplier are the same. In addition to the above competencies, it is assumed that in order to enter and advance in a distributive occupation workers need an understanding of basic concepts concerning marketing and economics. Some basic concepts and generalizations concerning marketing and economics are included in Chapter V, Volume I.

Core of Competencies: Tables 265 - 273 give a cross-tabulation of competencies needed by workers in the wholesaling category jobs included in the study. The clusters of competencies show a common core of competencies needed by a number of workers. The reader should refer to the list of competencies, pages 884 -935, to identify the competency to which a competency number corresponds. For example, Knowledge (area of Advertising) competency # 5, found on page 884, reads "Knowledge of the ways to check advertising proofs for corrections." This competency is considered necessary for job number 24, head buyer/merchandise manager and 25, merchandiser, as shown in the listing of Entry, Career and Specialist Jobs on page 838.

The reader will note that there are some missing competency numbers in the list of comptencies. This is due to the fact that competencies required of all 70 jobs included in the study are numbered consistently throughout the study. If a certain competency is not needed by workers in the wholesaling category that competency is omitted in the wholesaling business competency list, but will appear in other lists. This numbering scheme was used to facilitate cross-tabulation of competencies in the seven categories of business, as presented in Tables 30 - 38, Volume I.

WHOLESALING ENTRY, CAREER AND SPECIALIST JOBS

3	Buyer
12	Order Selector (warehouseman)
13	Receiving/Shipping Supervisor
14	Warehouse Manager
23	Sales Manager
24	Head Buyer/Merchandise Manager
25	Merchandiser
1Y	Salesman
1Z	Route Salesman
1Z	Vending Machine Specialist

TABLE 241

JOB TITLE: ORDER SELECTOR/WAREHOUSEMAN
JOB NUMBER: 12
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Roanoke		CRITICAL TASKS
S	E	
2	2	1. Loads groceries onto trucks as instructed
1	1	2. Makes sure each case has been checked
1	1	3. Removes merchandise carts from stock selection area and assembles them on shipping floor
1	1	4. Removes empty carts from shipping floor to order selection area
3	2	5. Loads merchandise onto proper pallets as instructed
1	1	6. Helps care for cleanliness of warehouse area
3	1	7. Indicates on an order selection form the store number, invoice page number and total pieces on that page
2	2	8. Obtains a merchandise cart
2	2	9. Selects merchandise from slots or bins
1	1	10. Places heavy cases on bottom of merchandise cart and smaller and fragile cases or boxes on top
1	1	11. Marks each cart with store number, cart number and own initials
1	1	12. Indicates in the quantity column that an item was not selected when the slot or bin was empty
1	1	13. Picks up the next available invoice for selecting after completion of previous one
1	1	14. Makes selections carefully to avoid errors
1	1	15. Picks up and returns items not correctly selected
2	2	16. Promptly cleans up broken merchandise
3	2	17. Transports loads of stock to designated areas
2	2	18. Helps with physical inventories
2	2	19. Reports equipment breakdowns to supervisor
2	2	20. Notifies the supervisor of merchandise shortages
2	2	21. Checks outgoing merchandise on carts against invoices to see that proper items and quantities have been filled
2	2	22. Draws line through any items on invoice that are not in stock
1	1	23. Initials all invoices after checking
1	1	24. Assembles orders in the correct place in shipping area

---

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 241 (continued)

JOB TITLE: ORDER SELECTOR/WAREHOUSEMAN
JOB NUMBER: 12
SPECIFIC JOB DUTIES

TASKS ADDED BY INTERVIEWEES:

1. Receives orders by mail or phone
2. Goes through orders and writes identification labels for full case or bulk items
3. Helps stock clerks locate merchandise in slots or bins that they cannot find
4. Answers questions from customers concerning incorrect or lost shipments
5. Works with common carriers for shipping to localities
6. Makes payments to common carriers for shipping
7. Writes bills of lading to get best freight rates
8. Checks for proper packing of shelf items to eliminate damage
9. Waits on some customers who come into the business and need merchandise from his area

TABLE 242

RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Roanoke		CRITICAL TASKS
S	E	
2	2	1. Checks active stock slots or bins for depleted stock and fills in
2	2	2. Checks on and inspects stock for damages, shortages, spoilage and breakage
2	2	3. Loads trucks delivering to retail businesses
1	1	4. Returns damaged goods to manufacturer

TASKS ADDED BY INTERVIEWEES:

1. Reports shortages of merchandise to purchasing department

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 242 (continued)

JOB TITLE: ORDER SELECTOR/WAREHOUSEMAN
JOB NUMBER: 12
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Roanoke		CRITICAL TASKS
S	E	
2	2	1. Adjusts customers' complaints
2	2	2. Supplies retail customers with information by telephone

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 243

JOB TITLE: RECEIVING/SHIPPING SUPERVISOR
JOB NUMBER: 13
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Norfolk		CRITICAL TASKS
S	E	
3	1	1. Coordinates the activities of workers in the receiving area of the warehouse
1	1	2. Coordinates the activities of workers in the shipping area of the warehouse
1	1	3. Schedules employees' hours
1	1	4. Trains new employees on the job
1	1	5. Establishes work procedures to meet production schedules
1	2	6. Resolves problems between workers
3	1	7. Routes merchandise into the warehouse
3	1	8. Sees that the receiving area is kept neat and orderly
3	2	9. Instructs workers in use of pallets
1	1	10. Handles problems with truck drivers
1	3	11. Spot-checks outgoing merchandise
1	1	12. Determines sequence of shipping orders to stores
1	1	13. Instructs the loading of trucks to evenly distribute the load
1	2	14. Helps with physical inventories

TASKS ADDED BY INTERVIEWEES:

1. Supervises the checking in and servicing of all rented trucks
2. Double-checks all case goods orders being shipped
3. Delegates all shipping by bus and express to a shipping clerk
4. Holds merchandise in shipping area that has been pulled from stock for later delivery
5. Routes merchandise and figures rates for the most economical shipping

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 244

JOB TITLE: RECEIVING/SHIPPING SUPERVISOR
JOB NUMBER: 13
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Norfolk		CRITICAL TASKS
S	E	
3	1	1. Loads trucks delivering to retail businesses
3	1	2. Returns damaged goods to manufacturer

TABLE 244 (continued)

RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Norfolk		CRITICAL TASKS
S	E	
1	2	1. Adjusts customers' complaints

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 245

JOB TITLE: WAREHOUSE MANAGER
JOB NUMBER: 14
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Norfolk	CRITICAL TASKS
E	**
1	1. Coordinates the activities of the entire warehouse
1	2. Keeps informed of new developments in shipping practices
1	3. Works with wholesale management to improve receiving, shipping and warehousing methods and facilities
1	4. Schedules the working and relief hours of employees
1	5. Hires and dismisses personnel
1	6. Trains new employees
1	7. Settles disputes among employees
1	8. Takes care of carrier (trucking) problems
1	9. Tracks down non-delivered merchandise
1	10. Supervises the efficient receiving of merchandise
1	11. Supervises the efficient shipping of merchandise
2	12. Makes time and motion studies
1	13. Oversees the maintenance of equipment

TASKS ADDED BY INTERVIEWEES:

1. Supervises inventory control
2. Supervises wrapping and packing of shipments
3. Supervises filling of orders

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

** A follow-up interview with supervisor was not conducted.

TABLE 246

JOB TITLE: WAREHOUSE MANAGER
JOB NUMBER: 14
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Norfolk	CRITICAL TASKS
E	**
1	1. Price-marks or tickets stock
1	2. Checks active stock slots or bins for depleted stock and fills in
1	3. Keeps stock in warehouse organized and accessible
2	4. Supervises stock counts in warehouse
1	5. Checks on and inspects stock for damages, shortages, spoilage and breakage
2	6. Repairs stock
1	7. Loads trucks delivering to retail businesses
1	8. Returns damaged goods to manufacturer

TABLE 246 (continued)

RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Norfolk	CRITICAL TASKS
E	**
1	1. Adjusts customers' complaints
1	2. Supplies retail customers with information by telephone

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 247

JOB TITLE: BUYER
JOB NUMBER: 3
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Roanoke		CRITICAL TASKS
S	E	
2	2	1. Selects resources
2	2	2. Requests product information from manufacturers
2	2	3. Negotiates with manufacturers for advertising aid
2	3	4. Checks stock records to determine which goods are not selling
2	2	5. Evaluates quantity discounts offered by manufacturers
2	2	6. Negotiates with vendors for terms and discounts on goods purchased
1	1	7. Purchases merchandise through salesman or manufacturer representatives
1	1	8. Creates good selection of items but maintains depth of stock
1	1	9. Determines amount of merchandise on hand and estimates quantity which may be purchased without reducing desired rate of stock turnover
1	1	10. Studies past sales records to determine what items, lines, styles, prices and sizes sold best during past seasons
1	1	11. Analyzes merchandise information before buying
2	2	12. Keeps informed of competitive trends in various store areas
2	1	13. Cooperates with wholesale salesmen or merchandisers to pass on product and merchandise information
2	2	14. Works closely with warehouse to follow up on merchandise shipments
2	2	15. Attempts to stimulate sales by offering merchandise at reduced or special prices
2	2	16. Instructs salesmen in selling points of new merchandise

TASKS ADDED BY INTERVIEWEES:

1. Helps salesmen arrange advance bookings on seasonal merchandise

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 248

JOB TITLE: BUYER
JOB NUMBER: 3
RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Roanoke S	Roanoke E	CRITICAL TASKS
2	2	1. Purchases any display materials or equipment needed
2	2	2. Provides retail customers with display fixtures

TABLE 248 (continued)

RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Roanoke S	Roanoke E	CRITICAL TASKS
2	2	1. Takes stock counts
1	1	2. Supervises stock counts in warehouse
1	1	3. Corrects stock control records from stock counts

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 248 (continued)

JOB TITLE: BUYER
JOB NUMBER: 3
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Roanoke		CRITICAL TASKS
S	E	
2	2	1. Supplies customers information on nationally advertised items
2	2	2. Orders merchandise to back up promotions
2	2	3. Sees that retail stores receive proper advertising allowances
2	2	4. Promotes the business by giving immediate and courteous service to retail stores

TASKS ADDED BY INTERVIEWEES:

1. Keeps informed of manufacturer promotions in order to pass them on to retail dealers
2. Supplies stores with informative brochures and pamphlets as supplied by manufacturers

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 248 (continued)

JOB TITLE: BUYER
JOB NUMBER: 3
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Roanoke		CRITICAL TASKS
S	E	
2	2	1. Supplies retail customers with information by telephone
		TASKS ADDED BY INTERVIEWEES:
		1. Places special merchandise orders for retail dealers

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 249

JOB TITLE: HEAD BUYER/MERCHANDISE MANAGER
JOB NUMBER: 24
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond	CRITICAL TASKS
E	**
1	1. Coordinates the efforts of the buyers in his division
2	2. Negotiates with manufacturers for advertising aid
2	3. Helps buyers with merchandise selections
2	4. Approves buying plans
2	5. Authorizes purchase orders
2	6. Trains new buyers
2	7. Evaluates performance of buyers
2	8. Helps develop private brand merchandise
2	9. Helps develop sales promotions
2	10. Visits retail stores
2	11. Helps buyers select resources
2	12. Buys merchandise
2	13. Helps buyers keep informed of market trends
1	14. Coordinates buying and selling activities for entire operation
2	15. Administers merchandising budget
2	16. Consults other managment to plan sales promotion programs
2	17. Works with other management to develop private brands in different merchandise categories
2	18. Develops private brand labeling
2	19. Develops private brand advertising
2	20. Works with manufacturers to develop promotions
2	21. Works with manufacturers to develop private brands
2	22. Plans sales campaigns to stimulate employee interest
2	23. Visits retail stores to consult with managers
2	24. Keeps informed of market trends and developments
2	25. Helps train new buyers, merchandisers and salesmen

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

** A follow-up interview with supervisor was not conducted.

TABLE 250

JOB TITLE: HEAD BUYER/MERCHANDISE MANAGER
JOB NUMBER: 24
RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond	CRITICAL TASKS
E	**
2	1. Purchases any display materials or equipment needed
2	2. Shows retail customers how to properly display merchandise
2	3. Helps design package labels
2	4. Provides retailer with point-of-sale signs

TABLE 250 (continued)

RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond	CRITICAL TASKS
E	**
2	1. Checks active stock slots or bins for depleted stock and fills in
2	2. Helps rearrange stock in retail stores
2	3. Takes stock counts
2	4. Corrects stock control records from stock counts
2	5. Changes prices on stock
2	6. Checks on and inspects stock for damages, shortages, spoilage and breakage

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 250 (continued)

JOB TITLE: HEAD BUYER/MERCHANDISE MANAGER
JOB NUMBER: 24
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond	CRITICAL TASKS
E	**
2	1. Supplies customers information on nationally advertised items
2	2. Supplies customers information on private brands
2	3. Obtains copies of store ads
2	4. Orders merchandise to back up promotions
2	5. Reads newspaper ads of retail business customers
2	6. Sees that retail stores receive proper advertising allowances
2	7. Plans and conducts sales promotion campaigns and advertising
2	8. Approves bills for advertising
2	9. Keeps informed of competitor's prices and promotional campaigns
1	10. Promotes the business by giving immediate and courteous service to retail stores
1	11. Promotes the business by offering retail stores free or voluntary services
2	12. Designs advertising circulars for retail stores
2	13. Supplies advertising mat service to retail stores
2	14. Advertises in trade journals
2	15. Writes advertising copy
2	16. Plans or organizes ad layouts

TASKS ADDED BY INTERVIEWEES:

1. Plans and carries out the design and printing of signs for the retailer.
2. Supplies customers information on nationally advertised items

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 250 (continued)

JOB TITLE: HEAD BUYER/MERCHANDISE MANAGER
JOB NUMBER: 24
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond	CRITICAL TASKS
E	**
2	1. Adjusts customers' complaints
1	2. Supplies retail customers with information by telephone
2	3. Gives demonstrations or shows use of products
2	4. Suggests better stock arrangement or layout in store
2	5. Helps retailer plan special promotions
2	6. Helps train retail store people upon request
2	7. Supplies retailer with competitive price lists
2	8. Gives retailer free samples of merchandise

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 251

JOB TITLE: SALESMAN
JOB NUMBER: 1Y
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Roanoke		CRITICAL TASKS
S	E	
1	1	1. Acquires necessary sales information (product information and business policies)
1	1	2. Plans daily work schedule
2	2	3. Plans for and secures individual interviews with retailers
1	2	4. Attempts to discover new business prospects
1	1	5. Makes sales
1	1	6. Writes orders for retail firms
2	2	7. Arranges window displays for retailer
2	2	8. Supplies retailer with merchandising aids
3	1	9. Demonstrates merchandise to customers in retailer's business
2	2	10. Provides product knowledge to retailers' employees in in-store meetings
1	1	11. Inventories retailer's stocks to call attention to low-stock conditions
1	1	12. Works individually with retail salespeople, gaining customer information
2	1	13. Checks on location of missing or misplaced orders
2	2	14. Corresponds with retailers between business calls
2	2	15. Sees to the installation of equipment sold to retailers
2	1	16. Watches credit standing of retail customers and reports to management
1	1	17. Handles claims from customers
1	1	18. Makes adjustments
2	2	19. Supplies retail customers with product booklets and price catalogs
2	2	20. Prepares and submits sales and progress reports
2	1	21. Informs company of local market changes in his territory
2	2	22. Informs retail businessmen of probable shipping dates
2	2	23. Checks for delivery of shipments
2	2	24. Suggests substitute items to retailer
2	2	25. Advises retailer of special promotions being offered
2	2	26. Supplies retail customers with competitive price lists

TASKS ADDED BY INTERVIEWEES:

1. Helps take warehouse inventories
2. Attends periodic sales meetings
3. Tries to sell dealers on advanced bookings of seasonal merchandise
4. Receives a weekly price-change list and changes prices in his catalog

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 252

JOB TITLE: SALESMAN
JOB NUMBER: 1Y
RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Roanoke		CRITICAL TASKS
S	E	
2	2	1. Provides retail customers with display fixtures
2	2	2. Shows retail customers how to properly display merchandise
2	2	3. Sets up displays of promotional, special-priced or advertised items
2	2	4. Helps retailer rearrange displays of merchandise to encourage higher rate of stock turnover
2	1	5. Provides retailer with point-of-sale signs

TABLE 252 (continued)

RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Roanoke		CRITICAL TASKS
S	E	
2	2	1. Helps rearrange stock in retail stores
2	2	2. Takes stock counts
2	2	3. Returns damaged goods to manufacturer

TASKS ADDED BY INTERVIEWEES:

1. Keeps informed of stock conditions in warehouse

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 252 (continued)

JOB TITLE: SALESMAN
JOB NUMBER: 1Y
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Roanoke S	Roanoke E	CRITICAL TASKS
1	2	1. Supplies customers information on nationally advertised items
2	2	2. Supplies customers information on private brands
2	2	3. Orders merchandise to back up promotions
2	2	4. Sees that retail stores receive proper advertising allowances
1	1	5. Keeps informed of competitor's prices and promotional campaigns
1	1	6. Promotes the business by giving immediate, courteous service to retail stores
2	2	7. Promotes the business by offering retail stores free or voluntary services

TASKS ADDED BY INTERVIEWEES:

1. Keeps informed of national ads by manufacturers
2. Supplies dealers with display fixtures when the volume of business warrants

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 252 (continued

JOB TITLE: SALESMAN
JOB NUMBER: 1Y
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Roanoke		CRITICAL TASKS
S	E	
1	1	1. Adjusts customers' complaints
2	1	2. Supplies retail customers with information by telephone
2	1	3. Gives demonstrations or shows use of products
2	1	4. Suggests better stock arrangement or layout in store
2	1	5. Helps train retail store people upon request
2	3	6. Helps retailer plan special promotions
2	1	7. Supplies retailer with competitive price lists
2	2	8. Gives retailer free samples of merchandise

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 253

JOB TITLE: SALES MANAGER
JOB NUMBER: 23
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Norfolk S	Norfolk E	CRITICAL TASKS
1	1	1. Directs sales division
1	1	2. Employs sales staff
1	1	3. Trains and instructs salesmen
1	2	4. Sells to large accounts
1	1	5. Evaluates sales performance of salesmen
1	1	6. Helps control growth and expansion of sales volume
1	1	7. Determines sales territories, quotas and goals
1	1	8. Assigns sales territories to selling personnel
1	1	9. Evaluates retail stores' sales
2	2	10. Assists retailers through training programs or sales promotion
1	1	11. Reviews market analyses to determine customer needs, volume potential and price schedules
1	1	12. Develops sales campaigns to meet company goals
1	1	13. Eliminates unprofitable items from sales line
1	1	14. Analyzes and controls expenditures of the division
1	1	15. Analyzes sales statistics to assist management in policy formulation

TASKS ADDED BY INTERVIEWEES:

1. Works closely with buyer on all promotional buying
2. Coordinates the activities of both inside (telephone orders) sales as well as outside sales force
3. Conducts meetings of sales force
4. Directs merchandise promotions
5. Directs summer and Christmas merchandise showings
6. Goes on business calls with salesmen periodically to evaluate performance and have personal contacts with customers
7. Works with credit manager regarding collections

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 254

JOB TITLE: SALES MANAGER
JOB NUMBER: 23
RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Norfolk S	Norfolk E	CRITICAL TASKS
3	2	1. Purchases any display materials or equipment needed
2	2	2. Sets up displays of promotional, special-priced or advertised items
3	2	3. Helps retailer rearrange displays of merchandise to encourage higher rate of stock turnover
3	1	4. Provides retailer with point-of-sale signs

TASKS ADDED BY INTERVIEWEES:

1. Maintains a knowledge of display principles and techniques so that he can train and assist his salesmen to handle customer problems concerning display.

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 254 (continued)

JOB TITLE: SALES MANAGER
JOB NUMBER: 23
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Norfolk		CRITICAL TASKS
S	E	
2	3	1. Supplies customers information on nationally advertised items
1	3	2. Orders merchandise to back up promotions
1	1	3. Reads newspaper ads of retail business customers
1	3	4. Sees that retail stores receive proper advertising allowances
1	1	5. Plans and conducts sales promotion campaigns and advertising
1	1	6. Keeps informed of competitor's prices and promotional campaigns
1	1	7. Promotes the business by giving immediate and courteous service to retail stores
1	1	8. Promotes the business by offering retail stores free or voluntary services
1	3	9. Designs advertising circulars for retail stores
3	2	10. Advertises in trade journals

TASKS ADDED BY INTERVIEWEES:

1. Keeps informed of manufacturer's policies regarding advertising

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 254 (continued)

JOB TITLE: SALES MANAGER
JOB NUMBER: 23
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Norfolk		CRITICAL TASKS
S	E	
2	2	1. Adjusts customers' complaints
1	3	2. Supplies retail customers with information by telephone
2	3	3. Gives demonstrations or shows use of products
1	2	4. Suggests better stock arrangement or layout in store
1	3	5. Helps retailer plan special promotions
1	3	6. Helps train retail store people upon request

TASKS ADDED BY INTERVIEWEES:

1. Meets customers at monthly local pharmaceutical association meetings
2. Visits customers in their retail businesses in order to maintain a knowledge of their individual operations

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 255

JOB TITLE: MERCHANDISER
JOB NUMBER: 25
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		CRITICAL TASKS
S	E	
1	2	1. Promotes one type of merchandise, such as, meats and drugs and sundries
3	2	2. Develops point-of-sale displays for different types of merchandise
1	2	3. Helps retailer set up displays
3	2	4. Analyzes retail store stock arrangements
1	2	5. Makes suggestions for rearranging stocks
1	2	6. Helps retailer determine variety of stock needed for his location
1	2	7. Suggests to retailer the timing of purchases and deliveries for best turnover
1	2	8. Helps train retailer's employees
1	2	9. Supplies retailer with advertising mats
3	1	10. Keeps informed of market trends, price changes, etc.
2	3	11. Trains new merchandising personnel
1	2	12. Makes suggestions for selling slow-moving items
2	2	13. Checks on delayed deliveries

TASKS ADDED BY INTERVIEWEES:

1. Promotes loyalty with members of the cooperative wholesale group
2. Checks and reports any unusual activity going on with competition
3. Frequently visits chain stores to check on new product or merchandising techniques

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 256

JOB TITLE: MERCHANDISER
JOB NUMBER: 25
RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		CRITICAL TASKS
S	E	
2	3	1. Provides retail customers with display fixtures
1	2	2. Shows retail customers how to properly display merchandise
1	2	3. Wraps and packages merchandise attractively for best merchandising results
1	2	4. Sets up displays of promotional, specially-priced or advertised items
1	2	5. Helps retailer rearrange displays of merchandise to encourage higher rate of stock turnover
2	2	6. Provides retailer with point-of-sale signs

TABLE 256 (continued)

RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		CRITICAL TASKS
S	E	
1	3	1. Helps rearrange stock in retail stores
3	2	2. Takes stock counts
2	3	3. Changes prices on stock
1	2	4. Checks on and inspects stock for damages, shortages, spoilage and breakage
2	3	5. Checks in stock received
2	3	6. Loads stock into proper bins or slots in reserve or active stock areas

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 256 (continued)

JOB TITLE: MERCHANDISER
JOB NUMBER: 25
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		CRITICAL TASKS
S	E	
2	3	1. Supplies customers information on nationally advertised items
2	3	2. Supplies customers information on private brands
2	3	3. Obtains copies of store ads
2	3	4. Orders merchandise to back up promotions
1	2	5. Reads newspaper ads of retail business customers
2	3	6. Gives demonstrations of advertised merchandise for retail customers
2	3	7. Plans and conducts sales promotion campaigns and advertising
3	2	8. Approves bills for advertising
1	3	9. Keeps informed of competitor's prices and promotional campaigns
1	3	10. Promotes the business by giving immediate and courteous service to retail stores
1	3	11. Supplies advertising mat service to retail stores
2	3	12. Plans or organizes ad layouts

TASKS ADDED BY INTERVIEWEES:

1. Makes suggestions for advertising

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 256 (continued)

JOB TITLE: MERCHANDISER
JOB NUMBER: 25
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Richmond		
S	E	CRITICAL TASKS
1	2	1. Adjusts customers' complaints
2	2	2. Supplies retail customers with information by telephone
1	2	3. Gives demonstrations or shows use of products
1	2	4. Suggests better stock arrangement or layout in store
1	2	5. Helps retailer plan special promotions
1	2	6. Helps train retail store people upon request
3	2	7. Supplies retailer with competitive price lists

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 257

JOB TITLE: ROUTE SALESMAN
JOB NUMBER: 1Z
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Wytheville		CRITICAL TASKS
S	E	
1	1	1. Drives truck over established route to deliver, sell or render a service
1	1	2. Loads truck with products or merchandise
1	1	3. Drives truck to deliver items to homes
1	1	4. Drives truck to deliver to businesses
1	2	5. Calls on perspective customers to solicit new business
2	2	6. Informs regular customers of new products or services
1	1	7. Writes delivery orders
1	1	8. Collects payment for products sold
1	1	9. Places stock on shelves or racks
1	2	10. Sets up sale displays and posters
1	1	11. Picks up empty containers
1	1	12. Picks up damaged or rejected merchandise
1	2	13. Stock-counts merchandise for reorders or fill-ins
1	1	14. Unloads products or merchandise from truck
1	2	15. Reports equipment breakdowns
2	2	16. Trains new route salesmen
2	2	17. Takes special orders by phone
2	2	18. Gives free samples of product or merchandise to customers
2	3	19. Demonstrates use of products or merchandise
1	1	20. Prepares and submits necessary reports

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 258

JOB TITLE: ROUTE SALESMAN
JOB NUMBER: 1Z
RELATED JOB DUTIES - DISPLAY

Interviewees * indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Wytheville S	Wytheville E	CRITICAL TASKS
1	1	1. Gathers products or merchandise for displays
1	1	2. Sets up department displays of merchandise
1	2	3. Sets up department displays of sales items or specials
1	1	4. Sets up merchandise on shelves or floor attractively and neatly
1	2	5. Returns display merchandise to stock
1	2	6. Coordinates displays of advertised and featured merchandise
1	2	7. Cuts cases for display
2	3	8. Makes, paints and puts up display signs
2	2	9. Puts up pre-made signs on displays
2	2	10. Puts signs in windows
2	2	11. Stores display materials
2	2	12. Calls customer's attention to displays of specials
1	1	13. Locates displays in best traffic areas
1	1	14. Sets up merchandise or products in vending machine or refrigerated unit attractively and neatly
1	1	15. Rearranges displays of merchandise to encourage higher rate of stock turnover

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 258 (continued)

JOB TITLE: ROUTE SALESMAN
JOB NUMBER: 1Z
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Wytheville		CRITICAL TASKS
S	E	
1	1	1. Tickets or marks stock
1	1	2. Checks selling floor shelves for depleted stock and fills in
2	2	3. Relocates stock to a different selling area
1	1	4. Takes stock counts
1	1	5. Supervises stock counts
1	3	6. Reorders from stock counts
2	2	7. Takes physical stock inventory
2	2	8. Changes prices on stock
1	1	9. Checks on and inspects stock for damages, shortages, spoilage and breakage
1	1	10. Rotates stock to push older stocks forward
1	1	11. Unloads stock from trucks
1	1	12. Loads stock onto trucks
2	2	13. Orders products or merchandise upon repeated customer requests
1	3	14. Checks in stock received and places in stockroom or on selling shelves
1	3	15. Cleans and dusts stock
1	2	16. Inspects perishable stocks for freshness

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 258 (continued)

JOB TITLE: ROUTE SALESMAN
JOB NUMBER: 1Z
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Wytheville		CRITICAL TASKS
S	E	
1	2	1. Supplies customers information on advertised items
1	2	2. Highlights advertised items on shelves in the department
1	3	3. Informs store employees about advertised merchandise
2	2	4. Orders merchandise to back up ads
2	2	5. Reads own and competitor's newspaper ads
1	2	6. Shops competitor's advertised merchandise for price, quality and comparison
1	2	7. Posts current ads in heavy traffic areas in store
1	2	8. Places promotional or contest pamphlets or brochures in prominant places
2	3	9. Gives customers mailers who did not receive them and gets their addresses for future mailings

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 258 (continued)

JOB TITLE: ROUTE SALESMAN
JOB NUMBER: 1Z
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Wytheville		CRITICAL TASKS
S	E	
1	1	1. Gives customers directions
1	1	2. Adjusts customer's complaints and grievances
2	2	3. Supplies customer with information by telephone
1	2	4. Makes refunds
2	2	5. Gives free samples of merchandise or product
1	1	6. Authorizes and/or cashes customer's check
2	1	7. Gives customer advice or suggestions on use or care of something purchased

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 259

JOB TITLE: VENDING SALESMAN/SUPPLIER
JOB NUMBER: 1Z
SPECIFIC JOB DUTIES

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Wytheville		CRITICAL TASKS
S	E	
1	1	1. Drives truck over established route to refill vending machines at various locations
1	1	2. Loads truck with products or merchandise
2	2	3. Calls on perspective customers of new products or service
1	2	4. Informs regular customers of new products or service
1	1	5. Fills vending machines with new stock
1	2	6. Takes from vending machines outdated or old stock
1	1	7. Collects money from vending machines
1	1	8. Keeps records of money received from vending machines
1	1	9. Picks up empty containers (ex.-drink bottles)
1	1	10. Collects damaged or rejected merchandise
1	1	11. Reports major equipment breakdowns
1	1	12. Performs minor equipment repairs
3	2	13. Trains new vending machine suppliers
2	2	14. Receives calls for requested fill-ins
2	2	15. Makes special trips to refill vending machines upon request
1	2	16. Demonstrates use of vending machines
1	1	17. Prepares and submits necessary reports
1	2	18. Makes suggestions to management for additional or new products requested by customers
1	1	19. Keeps track of best-sellers
1	1	20. Tries to stimulate sales of slow sellers
1	1	21. Removes slow-sellers and replaces with better selling merchandise

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 260

JOB TITLE: VENDING SALESMAN/SUPPLIER
JOB NUMBER: 1Z
RELATED JOB DUTIES - DISPLAY

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Wytheville		CRITICAL TASKS
S	E	
2	1	1. Gathers products or merchandise for displays
2	1	2. Sets up department displays of merchandise
2	2	3. Sets up department displays of sale items or specials
1	1	4. Sets up merchandise on shelves or floor attractively and neatly
2	1	5. Returns display merchandise to stock
2	1	6. Coordinates displays of advertised and featured merchandise
2	1	7. Cuts cases for display
1	3	8. Puts shelf price tags in moldings
2	2	9. Puts up pre-made signs on displays
2	2	10. Puts signs in windows
2	2	11. Stores display materials
2	2	12. Calls customer's attention to displays of specials
2	1	13. Locates displays in best traffic areas
1	1	14. Sets up merchandise or products in vending machine or refrigerated unit attractively and neatly
1	1	15. Rearranges displays of merchandise to encourage higher rate of stock turnover

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 260 (continued)

JOB TITLE: VENDING SALESMAN/SUPPLIER
JOB NUMBER: 1Z
RELATED JOB DUTIES - STOCK

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Wytheville		CRITICAL TASKS
S	E	
1	1	1. Tickets or marks stock
1	1	2. Checks selling floor shelves for depleted stock and fills in
3	2	3. Checks stockroom for depleted stock and fills in
2	2	4. Relocates stock to a different selling area
2	1	5. Keeps stock in stockroom organized and accessible
3	2	6. Changes prices on stock (marks up or down according to price changes)
1	1	7. Checks on and inspects stock for damages, shortages, spoilage and breakage
1	1	8. Rotates stock to push older stocks forward
1	1	9. Unloads stock from trucks
1	1	10. Loads stock onto trucks
1	2	11. Orders products or merchandise upon repeated customer requests
3	1	12. Checks in stock received and places in stockroom
1	1	13. Cleans and dusts stock
1	1	14. Inspects perishable stocks for freshness

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* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 260 (continued)

JOB TITLE: VENDING SALESMAN/SUPPLIER
JOB NUMBER: 1Z
RELATED JOB DUTIES - ADVERTISING

Interviewees* indicated that the following tasks were performed
(1) regularly, (2) occasionally or (3) never

Wytheville		CRITICAL TASKS
S	E	
1	2	1. Supplies customers information on advertised items
1	2	2. Highlights advertised items on shelves in the department
1	2	3. Informs store employees about advertised merchandise
2	3	4. Keeps results on store ads
1	1	5. Reads own and competitor's newspaper ads
2	3	6. Shops competitor's advertised merchandise for price, quality and comparison
1	3	7. Posts current ads in heavy traffic areas in store
2	3	8. Places promotional or contest pamphlets or brochures in prominant places
2	2	9. Collects merchandise coupons from customers and keeps a record of them
3	2	10. Gives demonstrations of advertised merchandise
1	2	11. Points out advertised merchandise to customer and emphasizes its selling points
1	2	12. Places current ads of products or merchandise on delivery trucks

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 260 (continued)

JOB TITLE: VENDING SALESMAN/SUPPLIER
JOB NUMBER: 1Z
RELATED JOB DUTIES - CUSTOMER CONTACTS

Interviewees* indicated that the following tasks were performed (1) regularly, (2) occasionally or (3) never

Wytheville		CRITICAL TASKS
S	E	
1	1	1. Gives customers directions
1	1	2. Adjusts customer's complaints and grievances
3	2	3. Gives demonstrations of merchandise or product
2	2	4. Supplies customer with information by telephone
3	2	5. Makes refunds
2	2	6. Gives free samples of merchandise or product
1	1	7. Authorizes and/or cashes customer's check
3	1	8. Gives customer advice or suggestions on use or care of something purchased

* "S" indicates the supervisor of the employee whose job was selected for study; "E" indicates the employee in the job selected for study.

TABLE 261

WHOLESALE BUSINESS PERSONNEL CONTACTS

CONTACTS	JOBS*								
	3	12	13	14	23	24	25	1Y	1Z
1. Warehouse manager	X	X	X		X	X	X	X	X
2. Warehousemen	X	X	X	X	X	X	X		
3. Order selector		X	X			X			
4. Receiving checker			X	X	X	X			
5. Shipping checker		X	X	X	X	X			
6. Forklift operator						X			
7. Shift supervisor						X	X		
8. Receiving supervisor	X	X	X	X	X	X			
9. Shipping supervisor				X	X	X	X		
10. Buyer trainee				X		X	X		
11. Buyer	X	X	X	X	X	X	X	X	
12. Head buyer	X		X	X			X		
13. Sales manager	X	X	X	X		X	X	X	X
14. Salesmen	X	X	X	X	X	X	X	X	X
15. Sales or management trainee				X	X	X	X		
16. Merchandising trainee							X		
17. Merchandiser						X	X		
18. Merchandising supervisor							X		
19. Clerical			X	X	X	X	X		
20. Secretary			X	X	X	X	X		
21. Controller			X	X	X	X	X	X	
22. Personnel director			X	X	X	X	X		
23. Maintenance crew			X	X	X	X			
24. Telephone operator		X	X	X	X	X	X		
25. Payroll Clerk		X	X	X	X	X	X	X	
26. Receptionist			X	X	X	X	X		
27. EDP programmers			X	X	X	X			
28. EDP manager			X	X	X	X			
29. Office manager				X	X	X	X		
30. DE students									
31. Manager			X	X	X	X	X		

PERSONNEL CONTACTS ADDED BY INTERVIEWEES:

1. Assistant shipping clerk
2. Shipping packers
3. Pricing clerks
4. Bookkeepers
5. Credit manager
6. Shipping clerks
7. Sales clerks
8. Route supervisor

* Jobs are identified in the Two-Step Career Continuum on p. 838

TABLE 262

WHOLESALING OUTSIDE OF BUSINESS CONTACTS

CONTACTS	JOBS*								
	3	12	13	14	23	24	25	1Y	1Z
1. Manufacturer representatives (salesmen)	X	X			X	X	X	X	X
2. Newspaper, television, or radio personnel						X			
3. Distributive education coordinators									
4. Competitive wholesale business personnel		X	X	X	X	X		X	X
5. Truckmen or deliverymen		X	X	X	X		X	X	X
6. Banking personnel									X
7. Advertising agency personnel					X	X			
8. Retail store managers		X	X	X	X	X	X	X	
9. Retail store employees			X		X	X	X	X	
10. Repairmen		X	X	X	X				X
11. Insurance representatives		X		X					
12. Members of Retail Merchants Association						X			
13. Credit bureau									X
14. Union representatives									X
15. Zone manager									X

OUTSIDE OF BUSINESS CONTACTS ADDED BY INTERVIEWEES:

1. Trucking and rail companies
2. Transportation companies
3. Suppliers
4. Insurance inspectors
5. Trucking company agents
6. Postal inspectors

* Jobs are identified in the Two-Step Career Continuum on p. 838

TABLE 263

WHOLESALING SUPERVISORY RESPONSIBILITIES

SUPERVISORY RESPONSIBILITIES**	JOBS*								
	3	12	13	14	23	24	25	1Y	1Z
1. Warehouse manager				X					
2. Warehousemen				X					
3. Order selector		X							
4. Receiving checker									
5. Shipping checker		X							
6. Forklift operator									
7. Shift supervisor									
8. Receiving supervisor									
9. Shipping supervisor									
10. Buyer trainee						X			
11. Buyer						X			
12. Head buyer									
13. Sales manager						X			
14. Salesmen					X				
15. Sales trainee					X				
16. Merchandising trainee						X			
17. Merchandiser						X			
18. Merchandising supervisor						X			
19. Clerical						X			
20. Secretary					X	X			
21. Controller									
22. Personnel director									
23. Payroll clerk									
24. Maintenance crew									
25. Telephone operator					X				

SUPERVISORY RESPONSIBILITIES ADDED BY INTERVIEWEES:

1. Assistant shipping supervisor
2. Truck drivers
3. Shipping clerks
4. Advertising manager
5. Pricing department
6. Meat managers
7. Assistant shipping clerk
8. Telephone sales personnel
9. Receiving and shipping clerks
10. Work of stockmen

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* Jobs are identified in the Two-Step Career Continuum on p. 838

** The personnel listed are those supervised by the workers as indicated by job numbers.

TABLE 264

WHOLESALING EQUIPMENT AND MATERIALS

EQUIPMENT AND MATERIALS	JOBS*								
	3	12	13	14	23	24	25	1Y	1Z
1. Price stamping or marking machine (Pricer)				X			X		X
2. Skids or carts		X	X	X					X
3. Telephone	X	X	X		X	X	X	X	X
4. Sign holders and signs (or display cards)					X	X	X	X	X
5. Display racks or fixtures					X	X	X	X	X
6. Adding machine	X	X			X	X	X	X	X
7. Cash register									
8. Purchase order forms	X	X			X	X	X	X	
9. Refrigeration equipment or freezers							X		X
10. Delivery trucks		X	X			X			X
11. Lighting equipment		X							
12. Time clocks						X			
13. Files	X	X	X		X	X		X	
14. Typewriter									
15. Scales		X	X				X		
16. Pallets		X	X						
17. Forklift trucks		X							
18. EDP equipment					X				
19. Cleaning agents				X					
20. Uniforms			X				X		X
21. Stapling machines		X	X		X	X	X		
22. Case cutters			X				X		
23. Pricing pencils or crayons, labels, ink						X	X	X	X
24. Railroad cars						X			
25. Repair tools									X

EQUIPMENT AND MATERIALS ADDED BY INTERVIEWEES:

1. Sales catalogs
2. Company automobile
3. Duplicating machine
4. Tape recorder
5. Film projector
6. Bins and shelves
7. Customer order forms
8. Identification labels
9. Wrapping or mailing bags
10. Conveyor system
11. Air conditioning system
12. Stock card index
13. Report forms

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* Jobs are identified in the Two-Step Career Continuum on p. 838

COMPETENCY CLUES

MERCHANDISE INFORMATION

Interviewees indicated that they needed to know the following types of information concerning merchandise information in order to perform their job tasks:

1. The brand names of merchandise or products
   12 14 3 24 23 25 ly lz

2. The uses of merchandise or products
   12 14 3 24 25 ly lz

3. The materials or ingredients that go into the products
   12 24 25 ly lz

4. The characteristics of a product or merchandise that give it customer appeal and salability
   3 24 25 ly lz

5. Available sizes of merchandise (cans and packages)
   12 14 3 24 23 25 ly lz

6. How to properly display merchandise
   24 23 25 ly lz

7. How to suggest substitute products to customers
   12 3 24 25 ly lz

8. The cost price of items (also price by weight)
   14 3 24 23 ly lz

9. How long merchandise can be kept under various conditions
   14 24 23 25 ly lz

10. Suggested retail prices of items
    14 3 24 23 25 ly

11. Usual markup percent on items
    14 24 23 25 ly

12. Manufacturer guarantees
    14 3 24 23 25 ly lz

13. The warehouse section in which to locate merchandise
    12 14 3 24 23 25 ly

14. The department in which merchandise or product is located
    lz

15. How to properly protect merchandise to prevent breakage or damage
    lz

16. How to care for merchandise or product and be able to clearly explain
    lz

COMPETENCY CLUES

MERCHANDISE INFORMATION
(continued)

COMPETENCY CLUES ADDED BY INTERVIEWEES:

1. Merchandise stock numbers
2. New items coming on the market
3. What is carried in the warehouse to answer stockpeople's questions
4. Profit value of various items of merchandise
5. Cuts of meat (must be able to instruct retailer on the proper way to cut)

COMPETENCY CLUES

WHOLESALING POLICIES AND PROCEDURES

Interviewees indicated that they needed to know the following types of information concerning wholesaling policies and procedures in order to perform their job tasks:

1. Warehouse security (protection)
   12 13 14 23

2. Returns of damaged or faulty goods to manufacturers
   12 14 3 24 23 25 1y 1z

3. Customer complaints and returns
   12 13 14 24 23 25 1y 1z

4. Training procedures
   12 14 24 23 25 1z

5. Pricing policies
   12 14 3 24 23 25 1y 1z

6. Personnel policies
   12 13 14 3 24 23 25 1y 1z

7. Ordering procedures
   14 3 24 23 25 1y 1z

8. Sales promotion policies
   3 24 23 25 1y 1z

9. Stock control systems
   12 14 3 24 23 25 1y 1z

10. Delivery schedules to retail businesses
    12 13 14 23 25 1y 1z

11. Inventory procedure
    12 14 3 24 23 25 1y 1z

12. Manufacturer guarantees
    3 24 23 25 1y 1z

13. Storage procedures
    12 13 14 3 24 23 25 1y

14. Free services and services charged for
    13 14 24 23 25 1y

15. Credit policies and procedures
    12 23 25 1y 1z

16. Sales procedure
    14 24 23 25 1y 1z

17. Merchandise protection
    1z

18. Credits from vendors
    1z

COMPETENCY CLUES

WHOLESALING POLICIES AND PROCEDURES
(continued)

19. Check authorization procedures
1z

20. Merchandise receiving procedures
1z

COMPETENCY CLUES ADDED BY INTERVIEWEES:

1. Pick-up procedure on return merchandise

WHOLESALING COMPETENCIES[7]

AREA OF ADVERTISING

Knowledges and Understandings:

1. Knowledge of the uses of promotional and institutional advertising.

   3 24 1Y 23 25

2. Knowledge of the types of media that are available for advertising - periodicals (newspapers, magazines, trade journals), mass media (radio, television, billboards) and direct advertising (catalogs, circulars, letters).

   3 24 1Y 23 25 12 13 14

3. Knowledge of the merchandise being advertised (prices, available sizes, colors, styles, models) in order to better promote it.

   1Z 13 1Y 23 14 12

4. Knowledge of the merchandise features to analyze when making comparisons of competitor's merchandise

   23 25 1Z

5. Knowledge of the ways to check advertising proofs for corrections.

   24 25

7. Knowledge of the cost of advertising in various media.

   24 25 23

8. Understanding that an appealing advertising headline gains the customer's attention.

   24 25

9. Knowledge of the ways customers may be informed of special events.

   24 14 23 1Z 12 13 1Y

11. Understanding that the purposes of advertising are to build a reputation for the business, to draw customers to the business, to stabilize sales volume and to introduce new products.

    3 24 1Y 23 25 13 12 14 1Z

12. Understanding that brand names are likely to create customer preference, to establish a company or product in the public mind, to be better products and to be remembered by customers.

    3 24 25 1Y 23 1Z 12 13 14

14. Knowledge of the supply of merchandise available to back up a promotion.

    3 24 1Y 23 25 1Z

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[7] Numbers below each competency indicate number of job which requires the competency. See page 838 for job number.

WHOLESALING COMPETENCIES

AREA OF ADVERTISING

15. Knowledge of the ways in which past advertisements can be helpful in planning future ads.

24 25

16. Knowledge of how to select merchandise for advertising that is seasonal and timely.

3 24 25

18. Knowledge of how to tie together advertising, sales promotion and public relations programs in an effort to bring the business to the attention and consideration of the largest possible number of prospective customers.

23 24 25

Skills:

1. Skill in keeping personnel informed of sales promotion activities within the wholesale business.

3 23 25 24

2. Skill in studying specific information in ads and using the advertised facts effectively in selling.

1Y 23 1Z 24

6. Skill in preparing information for advertising copy that will attract potential business.

3 24 25 1Y

7. The ability to use promotional, institutional or a combination of promotional and institutional advertising to best promote merchandise, services and business image.

3 24 25

8. An ability to select merchandise for advertising that is seasonal and timely.

3 24 25 23 1Y

9. Skill in analyzing past advertisements for their effectiveness and for guidance in planning future ads.

3 24 25 23

10. The ability to prepare advertising plans for a business which apportion ad money for its most effective use.

3 24 25 23

11. The ability to inform customers of special events or promotions offered by the wholesale business or distributor.

3 24 25 1Y 23 1Z

WHOLESALING COMPETENCIES

AREA OF ADVERTISING

Skills:

12. Skill in checking advertising proofs for corrections, omissions and additions.

    3 24 25

14. Skill in selecting the best medium for the type advertising to be done.

    3 24 25 23

Attitudes:

1. Attitude that although the ultimate goal of advertising is to sell goods, the salesman usually completes the sale.

   24 1Y 23 1Z

2. Attitude that advertising will help increase sales for a business by creating interest and desire in customers.

   1Z 3 1Y

3. Attitude that an awareness of competitor's advertised merchandise is beneficial in selling one's own merchandise.

   1Y 23 1Z

4. Attitude that available quantities of promotional merchandise should be checked before the promotion breaks.

   3 24 25 1Y 1Z 23

5. Attitude that advertising helps build customer loyalty for the business.

   3 24 25 1Z 1Y 23

6. Attitude that advertising presells goods and services to the customer, making the customer easier to sell.

   3 24 25 1Y 23 1Z

7. Attitude that advertising helps stabilize volume by maintaining interest during a slow selling period.

   1Z 3 1Y 23 25 24

8. Attitude that effective advertising builds goodwill in customers.

   3 24 25 1Y 23 1Z

9. Advertising can produce immediate sales or create a favorable attitude toward the business for future sales.

   3 24 1Y 23 25 1Z

WHOLESALING COMPETENCIES

AREA OF ADVERTISING

Attitudes:

10. Attitude that advertising must be supplemented by an effective salesforce.

1Y 23 3 24 1Z 25

11. Attitude that it is necessary to know facts about merchandise being advertised, such as, prices, brand names, available sizes, colors, styles, and models in order to better promote or sell it.

1Y 23 1Z 24 3 25

13. Attitude that newspaper advertising must be read to keep informed of the advertising done by one's own business and its competitors.

1Z 1Y 23

14. An appreciation for advertising in its role as mass seller, bringing together buyer and seller and helping promote mass distribution for an economy geared to mass production.

3 24 25 1Y 23 1Z

15. Attitude that past advertisements should be analyzed for their effectiveness and as a guide in planning future ads.

3 24 25

16. Attitude that advertising is a form of preselling

3 24 1Y 23 25 1Z

23. Attitude that advertising plans and schedules should be based on factual information and sound judgement.

3 24 25 23

WHOLESALING COMPETENCIES[7]

AREA OF COMMUNICATIONS

Knowledges and Understandings:

1. Knowledge of how to suggest changes to management.

12 13 14 3 1Y 23 25 24 1Z

2. Knowledge of how to use written communications in forms and reports.

12 13 14 3 24 1Y 23 25 1Z

3. Knowledge of the correct forms used in business letter writing.

3 24 1Y 23 25

4. Knowledge of how to address other people in a business-like manner whether they are customers, fellow employees, supervisors or management.

12 13 14 3 1Y 23 25 24 1Z

5. Knowledge of how to communicate with others in order to motivate them to work willingly.

13 14 3 24 23 25

7. Knowledge of the differences that exist in communications used in selling over the telephone and person-to-person.

1Y 23 1Z

8. Knowledge of the approaches which can be used in assigning duties and delegating authority so that everything is completely clear.

13 14 3 24 23 25

9. Knowledge of the situations in which to use a technical language or commonly understood language.

1Y 23 25 24 3

10. Knowledge of when to keep communications confidential.

12 13 14 3 1Y 23 25 24 1Z

12. Knowledge of adult training classes offered for store employees and to distributive workers by the local public school system and other agencises in the community.

23 25 24 14 1Y

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[7] Numbers below each competency indicate number of job which requires the competency. See page 838 for job number.

WHOLESALING COMPETENCIES

AREA OF COMMUNICATIONS

Knowledges and Understandings:

14. Understanding that to control grievances within the organization, employees should be given timely information concerning policies and procedures.

14 23 24 25

17. Understanding that communications in assigning work means a constant striving for clarity.

23 24 14 13 25 3

18. Understanding that valuable information can be gained by reading manufacturer's wrappers, labels and directions.

12 13 14 3 1Y 23 25 24 1Z

19. Understanding that since interpretations placed on the spoken word vary with different people, one must be careful to speak so that correct interpretation can be made by individual listeners.

12 13 14 3 1Y 23 25 24 1Z

Skills:

1. Skill in using the telephone correctly and most effectively.

12 13 14 3 1Y 23 25 24 1Z

2. Skill in receiving or giving telephone orders, complaints and messages.

12 13 14 3 1Y 23 25 24 1Z

3. Skill in handling customer inquiries for general information.

14 3 24 1Y 23 25 1Z

4. Skill in interpreting business policies to customers.

3 24 1Y 23 25 1Z 14

6. Skill in listening to and following directions.

12 13 14 3 1Y 23 24 25 1Z

7. Skill in using the terminology of distribution and developing a vocabulary descriptive of the products or services being sold.

12 13 14 3 1Y 23 25 24 1Z

9. Skill in effective use of speech and vocabulary.

12 13 14 3 1Y 23 25 24 1Z

WHOLESALING COMPETENCIES

AREA OF COMMUNICATIONS

Skills:

10. Skill in selecting and using words suitable to the nature of the products or services being sold.

    12 13 14 3 1Y 23 25 24 1Z

11. Skill in interpreting management's policies to employees and employees' problems to management.

    14 3 23 24 25 13

13. Skill in writing purchase orders legibly so that errors in quantities, shipping and pricing information can be eliminated.

    3 1Y 23 24 25

14. Skill in communicating effectively with customers, co-workers and supervisors.

    12 13 14 3 1Y 23 25 24 1Z

16. Skill in compiling several reports into a composite report, statement or presentation for management.

    14 3 24 1Y 23 25

17. Skill in listening to customers' names and addresses and writing them correctly.

    14 1Y 23 1Z

18. Skill in writing grammatically correct, attention-getting advertising copy.

    24 23 1Y 25

19. Skill in developing descriptive phrases and sentences to be used in selling the merchandise offered by the wholesale business.

    3 24 1Y 23 1Z 25

20. Skill in writing informative and effective business letters.

    3 24 1Y 23 25

23. Skill in determining the reason for a customer's complaint on billing, adjusting the complaint and tactfully informing the customer of the adjustment.

    1Y 14 23 1Z

24. Ability to talk clearly and pleasantly, conveying spirit and enthusiasm in one's speech.

    12 13 14 3 1Y 23 25 24 1Z

WHOLESALING COMPETENCIES

AREA OF COMMUNICATIONS

Skills:

25. An ability to assist with training or teaching others.

12 13 14 3 1Y 23 25 24 1Z

26. Ability to convey directions and instructions clearly to employees.

13 14 3 23 25 24

27. Ability to conduct effective employee meetings.

25 24 14 3 23 1Z

28. Ability to interpret to management the progress of a certain department, system or function within the business.

14 3 23 24 25 1Z 1Y 13

29. Ability to stimulate interest with trademark slogans, similes, etc.

3 1Y 23 24 25 1Z

30. Skill in translating technical words concerning an item of merchandise into the customer's language.

3 23 1Y 24 25 1Z

Attitudes:

1. Attitude that the ability to communicate skillfully in good English is essential to a person's business advancement.

12 13 14 3 1Y 23 25 24 1Z

2. Attitude that poor or awkward grammar lowers wholesale personnel and business image in the estimation of the customer.

12 13 14 3 1Y 23 25 24 1Z

4. Attitude that in distributive occupations the spoken word (communications) is an important tool of the trade.

12 13 14 3 1Y 23 25 24 1Z

5. Attitude that active membership in trade associations provides excellent opportunities for learning of trends and advanced methods in wholesale operations.

23 24 25

6. An awareness that fashion and style information, product knowledge and business trands can be obtained by reading trade and business journals and publications.

12 13 14 3 1Y 23 25 24 1Z

WHOLESALING COMPETENCIES

AREA OF COMMUNICATIONS

Attitudes:

7. An awareness that the voice can be used to express conviction and convey confidence.

   12 13 14 3 1Y 23 25 24 1Z

8. Attitude that the tone of voice can express sincere welcome and eagerness to be of service.

   1Z 3 1Y 23 24 25 12 13 14

9. An appreciation of the value of correct enunciation and pronunciation in speaking.

   12 13 14 3 1Y 23 25 24 1Z

10. An awareness that the use of terms of "endearment" lowers the merchandise and the salesman in the estimation of the customer.

    1Y 23 1Z

11. A belief that the voice is an important medium through which selling is accomplished.

    1Y 23 1Z

12. A feeling that voice tone quality enhances the value of the merchandise described.

    1Y 23 3 24 25 1Z

13. An awareness of the importance of adequate merchandise knowledge in telephone selling.

    1Y 23

14. Attitude that by listening "with a sensitive ear" one can often detect true sources of complaints or grievances among the business's personnel.

    23 24 25 13 14 3

15. An awareness that nothing is quite so important or contagious as enthusiasm - for the company, for merchandise and for customers.

    3 24 12 13 14 1Y 23 25 1Z

16. A belief that an important phase of management's responsibility in any organization is communication.

    14 3 23 24 25

5

AREA OF COMMUNICATIONS

Attitudes:

17. A belief that communication must be a two-way process between management and employees.

13 14 3 23 24 25

18. A realization that even in the most skillfully constructed communications misinterpretations will develop.

23 24 25 14

19. A belief that management has a responsibility to keep informed of technical advances and new methods in marketing and distribution by reading trade journals and publications.

23 24 25 3 14

20. A realization that first impressions are important to the business and last impressions are longest remembered.

12 13 14 3 1Y 23 25 24 1Z

21. Awareness that certain thoughtlessly used terms or words can be misinterpreted by the listener.

12 13 14 3 1Y 23 25 24 1Z

22. Attitude that when assembling data on a particular wholesaling or distributive topic certain authorities in the field must be recognized.

1Y 24 23 25

23. A realization that gestures help convey feelings in spoken communications.

12 13 14 3 1Y 23 25 24 1Z

24. Attitude that attending personnel meetings is a good way to keep informed of promotions, changing methods and operating picture.

12 13 14 3 24 1Y 23 25 1Z

25. A belief that communications between the various departments and divisions within the business will result in a more efficient operation with mutual benefits to all.

12 13 14 3 1Y 23 25 24 1Z

26. A belief that since wholesale business organizations have many common goals and problems, they should maintain cordial and working relationships which will permit a flow of ideas among them.

23 24 25 3

WHOLESALING COMPETENCIES[7]

AREA OF DISPLAY

Knowledges and Understandings:

3. Knowledge of the use of various types of display fixtures for the most advantageous display of merchandise.

   1Y 23 13

5. Knowledge of how to prepare merchandise for display.

   1Y 23

7. Knowledge of the various types or arrangements of displays (pyramid, stairstep, etc.) in window or interior displays of merchandise.

   1Y 23 1Z 24 25

8. Knowledge of the principles of color, harmony, balance and proportion in display construction.

   1Y 23 25 24 3

9. Knowledge of the uses of price cards as "silent salesmen."

   1Y 23 1Z 25 24 3

15. Knowledge of current product and merchandise information necessary for effective and timely display.

    1Y 23 1Z

16. The best locations within a store or department to place displays.

    1Y 23 1Z 24 25

17. The uses which can be made of manufacturers' display aids.

    1Y 23 24 25 3

18. Knowledge of how to use mass display in setting up displays of large quantities of merchandise.

    1Y 23 1Z

19. Knowledge of the best arrangements for advertised merchandise on counters, tables or shelves.

    1Y 23 1Z

20. Knowledge of the ways to develop displays that feature merchandise as nearly as possible to the way it will be used.

    1Y 23 1Z

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[7] Numbers below each competency indicate number of job which requires the competency. See page 838 for job number.

WHOLESALING COMPETENCIES

AREA OF DISPLAY

Skills:

1. Skill in arranging counter displays of merchandise.

   1Y 23 1Z

4. Skill in selecting merchandise for display that is seasonal and timely.

   1Y 23 1Z

5. Skill in displaying merchandise as it can be used.

   1Y 23 1Z

12. Skill in using mass display in setting up displays of large quantities of merchandise.

   1Y 23 1Z

17. Skill in using manufacturers' display aids with discretion.

   1Y 23 1Z 25 24

18. Skill in using the best selling locations within the store or department to place effective displays.

   1Y 23 1Z

19. Skill in using related item or logical grouping display to make it easier for the customer to shop.

   1Y 1Z 23

24. Skill in using color, harmony, balance and proportion in display construction.

   1Y 23 1Z

26. Skill in using various arrangements of merchandise in window or interior displays.

   1Y 23 1Z

27. Skill in using various types of display fixtures for the most effective display of merchandise.

   1Y 23 1Z

Attitudes:

1. Attitude that good display of merchandise is a prime factor in developing a customer's interest.

   1Y 23 1Z

2. Attitude that the more customer exposure merchandise has the more sales it should produce.

   1Y 23 1Z

WHOLESALING COMPETENCIES

AREA OF DISPLAY

Attitudes:

3. Attitude that self-selection merchandise must be properly signed or identified for greatest ease in customer selection.

   1Y 23 1Z

4. Attitude that good display can be used to create prestige, obtain publicity, educate the public, introduce new styles, show new uses for goods and build goodwill.

   1Y 23 24 25 3 1Z

6. Attitude that displays should reflect the character of the store in both quantity and quality.

   1Y 23 1Z 24 25 3

7. Attitude that displays should be changed often to maintain interest from customers.

   1Y 23 1Z

9. Attitude that customers, through their past selections, usually determine where each article shall be placed in open displays of merchandise.

   1Y 23 1Z

10. Attitude that color plays an important part in the customer's acceptance of merchandise.

    1Y 23 1Z 25 24 3

12. Attitude that effective display of self-selection merchandise can reserve the salesperson's time for merchandise which requires selling aid.

    1Y 23 1Z 25 24 3

14. Attitude that an item of merchandise should be alloted display space based on its sales volume.

    1Y 23 1Z

19. Attitude that the preparation for and setting up of displays must be supervised and approved for adherance to store promotional policies.

    1Y 23 1Z

WHOLESALING COMPETENCIES[7]

AREA OF HUMAN RELATIONS

Knowledges and Understandings:

1. Knowledge of how to get results through people by practicing effective human relations.

   13 14 3 24 23 25

2. Knowledge of the factors that appear to affect morale.

   14 3 24 23 25 13

3. Knowledge of how to dress appropriately for the job and maintain a well-groomed appearance.

   12 13 14 3 1Y 23 25 24 1Z

4. Knowledge of how to build morale in employees.

   13 14 24 23 25 3

5. Knowledge of how to recognize the accomplishments of others.

   13 14 24 23 25 3

6. Knowledge of how to develop and maintain a pleasant working environment.

   12 13 14 3 1Y 23 25 24 1Z

7. Knowledge of how to be orderly and systematic.

   12 13 14 3 1Y 23 24 1Z 25

8. Knowledge of how to show an interest in others.

   12 13 14 3 1Y 23 25 24 1Z

9. Knowledge of how to build sound working relationships in "forced" associations.

   14 24 23 25 1Z 3 12 13 1Y

10. Knowledge of how to motivate others for best performance.

    13 14 3 24 23 25

11. Knowledge of the evidences of poor morale - high personnel turnover, numerous grievances, increased absenteeism and tardiness and restriction of output.

    14 13 3 24 23 25

12. Knowledge of morale as being the term frequently used to describe employee attitudes toward their jobs, employer and fellow employees.

    13 12 14 3 1Y 23 25 24 1Z

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[7] Numbers below each competency indicate number of job which requires the competency. See page 838 for job number.

WHOLESALING COMPETENCIES

AREA OF HUMAN RELATIONS

Knowledges and Understandings:

13. Understanding that supervisors or managers accomplish results by encouraging employees to work toward mutually beneficial objectives.

14 13 3 24 23 25

14. Understanding that a positive attitude is usually reflected on one's work.

12 13 14 3 1Y 23 25 24 1Z

15. Understanding that the supervisor must help new employees adjust to their jobs by seeing that they are trained for the job and that they become acquainted with fellow employees.

13 14 23 3 24 25

16. Understanding that human relations in the wholesale organization consists of an interdependence with fellow employees, supervisors and customers.

12 13 14 3 1Y 23 25 24 1Z

17. Understanding that personnel usually understand and comply more readily with policies and procedures which they have helped develop.

13 14 3 24 23 25

18. Understanding that employees will comply more readily with policies they understand.

13 14 3 24 23 25

20. Knowledge of the ways to effectively handle difficult accounts.

14 3 24 23 1Y 25 1Z

Skills:

1. Skill in developing and maintaining harmonious relationships with other employers.

12 13 14 3 1Y 23 25 24 1Z

2. Skill in sponsoring new employees in the business.

12 13 14 3 1Y 23 25 24 1Z

3. Skill in working cooperatively with fellow employees, supervisors and management and being aware of their needs and motivations.

12 13 14 3 1Y 23 25 24 1Z

4. Skill in maintaining an objective point of view in problem situations.

12 13 14 3 1Y 23 25 24 1Z

WHOLESALING COMPETENCIES

AREA OF HUMAN RELATIONS

Skills:

5. Skill in maintaining good health for effective job performance.

12 13 14 3 1Y 23 25 24 1Z

6. Skill in developing personality traits necessary for successful job performance.

12 13 14 3 1Y 23 25 24 1Z

7. Skill in representing the business favorably to customers and outside business associates.

12 13 14 3 1Y 23 25 24 1Z

8. Skill in adapting to the personality and needs of customers.

3 24 1Y 23 25 1Z

9. Skill in avoiding misrepresentations of people, products and policies.

12 13 14 3 1Y 23 25 24 1Z

10. Skill in selecting the right person to do a job, giving clear instructions and following up on instructions to see that they are properly carried out.

13 14 3 24 23 25

11. Skill in interviewing employers regarding corrections and grievances.

14 24 23 25

13. Skill in training employees and following up on the effectiveness of training.

14 24 23 25 3 13

14. Skill in exercising self-control during trying situations.

12 13 14 3 1Y 23 25 24 1Z

15. Skill in accepting criticism and turning it into a character-building element.

12 13 14 3 1Y 23 25 24 1Z

16. Skill in demonstrating initiative and creativity.

12 13 14 3 1Y 23 25 24 1Z

17. The ability to determine which applicants shall be employed and trained in order to best carry out business objectives.

14 23 24

WHOLESALING COMPETENCIES

AREA OF HUMAN RELATIONS

Skills:

18. The ability to follow through on the initial experiences of new employees, determining whether they are to be retrained, transferred or released.

13 14 24 23

19. The ability to evaluate the abilities, interests and performance of employees in relation to possible advancement.

14 24 23

20. Ability to capitalize on the talents and attributes of employees both to their benefit and that of the business.

14 24 23 13

21. Skill in adjusting to change.

12 13 14 3 1Y 23 25 24 1Z

22. The ability to understand one's self.

12 13 14 3 1Y 23 25 24 1Z

23. Skill in generating enthusiasm toward people.

12 13 14 3 1Y 23 25 24 1Z

Attitudes:

1. Attitude that the wholesale business's personnel policies are established for the benefit of the wholesale business and the employee.

12 13 14 3 1Y 23 25 24 1Z

2. Attitude that next to job performance, human relations is an employee's greatest responsibility.

12 13 14 3 1Y 23 25 24 1Z

3. Attitude that the worker's satisfactory job performance includes not only what he does, but also how he influences other people, whether good or bad.

13 12 14 3 1Y 23 25 24 1Z

4. Attitude that morale is a primary responsibility of management.

14 24 23 25 3

5. A belief that honesty and integrity are personality traits necessary in job situations such as recordkeeping, timekeeping and stockkeeping, in addition to working with money.

12 13 14 1Y 23 25 24 1Z 3

WHOLESALING COMPETENCIES

AREA OF HUMAN RELATIONS

Attitudes:

6. An awareness that understanding others and one's self is basic to working harmoniously together.

   12 13 14 3 1Y 23 25 24 1Z

7. Attitude that leadership concentrates on effective relationships with others, but is oriented toward making progress and achieving results.

   14 24 23 25 13 3

8. A feeling that the effective supervisor must be a leader whose job is to achieve results through other people.

   14 24 23 3 13 25

9. An awareness that an employee must be willing to accept and adjust to change.

   12 13 14 3 24 1Y 23 25 1Z

10. An awareness of the necessity to perform tasks beneath one's job responsibilities when situations necessitate.

    12 13 14 3 1Y 23 25 24 1Z

11. A belief that a supervisor should set an example of personal work habits and character which employees can emulate.

    14 24 23 13 3 25

12. An awareness that good personal appearance helps create effective customer impressions.

    1Y 23 1Z

13. A feeling that good human relations within a wholesale company builds good public relations.

    12 13 14 3 1Y 23 25 24 1Z

14. An awareness that good human relations improve employee morale by encouraging cooperation, generating happiness and creating harmony.

    13 14 24 23 3 25

15. An awareness that good human relations helps increase production by stimulating interest and creativeness in employees.

    14 23 24 13 3 25

16. An awareness that properly kept personnel records can create good employee relations and increase morale.

    14 23 24

WHOLESALING COMPETENCIES

AREA OF HUMAN RELATIONS

Attitudes:

17. An awareness that creativity among personnel should be rewarded.

14 13 24 23 3 25

18. A willingness to accept and put into practice the planned policies and procedures of management.

13 14 24 23 25 3

19. An awareness that good human relations depends on the personality factor and the adjustment of personalities.

13 14 24 23 25 3

20. A realization that employees' ideas often prove beneficial when incorporated into business operations.

13 14 24 23 25 3

21. A realization that employee morale is influenced by the supervisor's attitude.

14 23 24 25 13 3

22. Attitude that the interests of the business can be effectively promoted by active participation in merchants' associations and local community project activities.

3 24 23 25 14

23. A recognition that training contributes to the understanding by supervisors of personnel management and other managerial functions which they must perform.

13 14 24 23 25 3

24. An awareness that motivation is closely connected with communication.

13 14 24 23 25 3

27. A recognition of the need for joining and participating in meetings and activities that will improve personal and professional development.

12 13 14 3 24 1Y 23 25 1Z

WHOLESALING COMPETENCIES[7]

AREA OF MATHEMATICS

Knowledges and Understandings:

1. Knowledge of how to adjust pricing errors on merchandise and how to record such errors.

3 24 23 14 13 1Y 1Z

2. Understanding that a wholesaler's operating expenses include such items as payroll, buying expenses, promotional expenses, utilities, receiving and delivery.

14 3 24 23 25 1Y

3. Understanding that a wholesaler's net sales are derived by subtracting customer returns and authorized price reductions from gross sales.

3 23 24 25 1Y

4. Understanding that a wholesaler's gross margin should cover operating expenses and provide a percentage of profit.

3 24 23 25 1Z 1Y 14

6. Knowledge of how to read and interpret a business profit and loss statement.

3 24 23 25 1Y 14

Skills:

1. Skill in multiplying and extending figures with facility.

12 13 14 3 24 1Y 23 25 1Z

2. Skill in adding columns of figures with facility.

12 13 14 3 1Y 23 25 24 1Z

3. Skill in computing postal and mail charges for delivery of merchandise to customers.

13 14 1Y 23

4. Skill in reading self computing scales that speed up mathematical procedures such as tax computation charts.

12 13 14 3 1Y 23 25 24 1Z

6. Skill in computing local, state and federal taxes which must be applied in the sale of goods.

1Y 23 1Z

8. Skill in figuring markup percent on individual items, on merchandise orders and merchandise carried in stock throughout a designated period.

3 23 24 1Y 1Z 25

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[7] Numbers below each competency indicate number of job which requires the competency. See page 838 for job number.

WHOLESALING COMPETENCIES

AREA OF MATHEMATICS

Skills:

9. Skill in determining billed costs of merchandise after figuring quantity and trade discounts which the manufacturer or supplier offers.

3 24 25 1Y 23

10. Skill in using transportation rate schedules in determining transportation charges.

3 24 1Z 1Y 23 25

11. Skill in analyzing charts and graphs and interpreting the data.

3 24 1Y 23 25 14

12. Skill in keeping stock control books,posting prices, styles, codes, sales, markdowns, etc.

3 24

14. Skill in quickly figuring into which retail price line an item of merchandise will fall when quoted its cost price.

3 24 1Y 23 25

16. Skill in selecting and analyzing pertinent factors from a statistical or written report.

3 24 23 25 1Y 14

17. Skill in figuring stock-to-sales ratios in an effort to maintain stocks in close relationship to sales.

3 24 1Y 25 23

18. Skill in accurately calculating the exact amount of a customer's purchase.

1Y 23 1Z 24

19. Skill in setting prices on goods and services that will cover the cost of operation and yield a profit.

3 24 25

21. Skill in using and translating percentages with facility.

14 3 24 1Y 23 25

22. Skill in using such shipping terms as F.O.B. and C.O.D.

3 24 1Y 23 14 13 25

23. The ability to maintain mathematically correct stock control records.

3 24

WHOLESALING COMPETENCIES

AREA OF MATHEMATICS

Skills:

24. Skill in figuring turnover and interpreting its relationship to business operating profits.

3 24 25 23 1Y

29. Skill in determining the most beneficial discounts and dating to be used.

3 24 25 1Y 23

Attitudes:

1. Attitude that carefully calculating the exact amount of a customer's purchase will prevent inventory shortages.

1Y 23 1Z

3. Attitude that prices must be carefully placed on merchandise so as to cover the cost of operation and yield a profit.

3 24 23 25 1Y

6. Attitude that adequate turnover is closely related to operating profits.

3 24 23 1Y 25 1Z

WHOLESALING COMPETENCIES[7]

AREA OF MERCHANDISING

Knowledges and Understandings:

1. Knowledge of the wholesale business's price line structure and pricing policies.

   3 24 1Y 23 25

2. Knowledge of the ways prices psychologically affect customers.

   3 24 1Y 23 25 1Z

3. Knowledge of federal and state laws applicable to pricing.

   3 24 1Y 23 25

4. Knowledge of the procedures for analyzing and interpreting past sales records and performance in planning future sales and making purchases.

   3 24 23 25

5. Knowledge of the uses of forms and records necessary in inventory control.

   12 13 14 3 24

6. Understanding that stock counts are taken for inventory control purposes and for ordering purposes.

   12 13 14 3 24

7. Knowledge of available resources and characteristics of individual manufacturing firms.

   3 24 25

9. Knowledge of the ways to handle special orders of merchandise or products for customers.

   3 24 1Y 23 25 1Z

13. Knowledge of the uses of a model (or basic) stock plan.

    3 24 25 23

14. Knowledge of the usual or typical discounts and terms offered by various manufacturers.

    3 24 25 23

15. Knowledge of how to locate and use sources of information on economic indicators to forecast expected sales.

    3 24 23 25

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[7] Numbers below each competency indicate number of job which requires the competency. See page 838 for job number.

WHOLESALING COMPETENCIES

AREA OF MERCHANDISING

Knowledges and Understandings:

16. Knowledge of how to interpret vendors' terms and discounting policies.

3 24 1Y 23 25

17. Knowledge of how to determine and interpret current trends in sales, customer buying habits and styles.

3 24 25 1Y 23

18. Knowledge of the conditions for making returns of merchandise to manufacturers.

13 14 3 24 1Y 23 1Z 25

19. Knowledge of the procedures involved in a merchandise count for physical inventory.

12 13 14 3 1Y 23 24 25

20. Knowledge of the uses of unit control records in predicting trends in price lines, colors, types and sizes.

3 24

21. Knowledge of advertising or promotional aid which can be passed on to retailers from manufacturers.

3 24 1Y 25

23. Knowledge of the ways to stimulate sales with timely promotion, markdowns, special-priced goods and salesforce incentives.

3 24 25 1Y 23

24. Knowledge of the ways to best use product information or merchandise training sessions provided by manufacturers to keep sales personnel up-to-date and customers well-informed.

3 24 23 25

25. Knowledge of the factors such as transportation and discounts in addition to cost price of merchandise which affect the retail price of merchandise.

3 24 1Y 23 25

28. Knowledge of stock quantities necessary for seasonal or year-round selling.

3 24 1Y 23 25

29. Knowledge of how to make a buying trip most advantageous.

3 24 25

WHOLESALING COMPETENCIES

AREA OF MERCHANDISING

Knowledges and Understandings:

31. Knowledge of how to change the price of stock up or down and the correct procedure for recording.

14 3 24 1Y 23

32. Knowledge of the uses of the information available from unit inventory control systems.

3 24

35. Knowledge of how to use catalogue order procedures.

3 24

Skills:

1. Skill in placing reorders as soon as the need is discovered to assure depth of stock in wanted merchandise.

3 24 1Y 23 25

2. Skill in interpreting consumer demand as it applies to the merchandise carried by the wholesale business.

3 24 25 1Y 23

3. Skill in keeping up-to-date on trends through trade journals, manufacturers' publications, etc.

3 24 25 1Y 23 14

4. Skill in maintaining a close relationship between stocks and sales.

3 24 25 1Y 23

5. Skill in considering the promotional possibilities of merchandise and making preliminary promotional plans when purchasing merchandise for resale.

3 24 25

6. Skill in keeping informed of competitive conditions in the market area which the wholesale business serves.

3 24 25 23 1Y

7. The ability to use the company's merchandise order forms.

3 24 1Z 25 1Y 23

8. Skill in making quality comparisons when buying merchandise for a particular classification.

3 24 25

WHOLESALING COMPETENCIES

AREA OF MERCHANDISING

Skills:

10. Skill in taking accurate stock counts of merchandise for ordering, inventory or unit book control correction purposes.

    12 13 14 3 1Y 1Z

12. An ability to correctly change the prices of merchandise up or down.

    3 24 23 1Y 25

14. Skill in determining the quantity of merchandise to buy when purchasing new merchandise or reordering basic stocks.

    3 24 25 1Y 23

15. Skill in determining stock quantities necessary for seasonal or year-round selling.

    3 24 25 1Y 23

17. Skill in using product information or merchandise training sessions provided by manufacturers to keep sales personnel up-to-date and customers well-informed.

    3 24 23 25

18. Skill in negotiating with manufacturers for the most advantageous advertising or promotional aid.

    3 24 25

19. Skill in using unit control records to predict trends in price lines, colors, types, sizes, etc.

    3 24 25 1Y 23

20. Skill in making effective use of current trends in sales, customer buying habits, styles, etc.

    3 24 25 23 1Y

21. Skill in preparing and maintaining a model (or basic) stock plan.

    3 24

22. Skill in using timely advertising, markdowns , special sales and employee incentives to stimulate sales.

    3 23 24 25

25. Ability to use information on economic indicators to forecast expected sales.

    3 23 24 25 1Y

WHOLESALING COMPETENCIES

AREA OF MERCHANDISING

Skills:

27. Skill in analyzing and interpreting past sales records and performance in planning future sales and purchases.

    3 24 25 23 1Y

28. The ability to determine the psychological effect of prices on a customer.

    3 24 23 1Y 1Z 25

30. Skill in scheduling stock counts to assure depth of stock in needed merchandise.

    3 24

31. The ability to participate in stock counts for physical inventories.

    12 13 14 3 1Y 1Z

32. Skill in handling special orders of merchandise for customers.

    3 24 1Y 23 1Z

33. Skill in interpreting vendors' terms and discounting policies.

    3 24 25 1Y 23

34. Skill in using forms and records necessary in inventory control.

    3 24 14 1Y 23 1Z

35. Skill in interpreting and using the information available from unit inventory control systems.

    3 24 25 1Y 23

36. Skill in comparing merchandise costs and such factors as transportation and discounts affecting the price of merchandise.

    3 24 25 23 1Y

39. The ability to effectively analyze proposed merchandise purchases by other management personnel, either authorizing, revising or rejecting the proposed purchase in light of sales and stock conditions.

    24 3 25

Attitudes:

1. Attitude that stockkeeping errors or losses affect company profits.

    12 13 14 3 24 1Y 23 1Z

WHOLESALING COMPETENCIES

AREA OF MERCHANDISING

Attitudes:

2. Attitude that a complete assortment of wanted merchandise must be maintained at all times to stimulate best sales.

   3 24 25 1Y 23 1Z

3. Attitude that the buyer must be kept informed of low quantity points of staple stocks.

   12 13 14 3 24 1Y 23 25 1Z

4. Attitude that one must keep informed of manufacturers' or resources' products and lines of merchandise which can be valuably used by the wholesaler.

   3 24 1Y 23 25

5. Attitude that a good market reputation is a priceless asset for a buyer.

   3 24 25

7. Attitude that a buyer or merchandise manager who spends as much time as possible in retail store operations, maintains a customer contact that is necessary for a good merchandising job.

   3 24 25

9. Attitude that a balanced stock is the basis of good merchandising in that maximum volume, customer goodwill, satisfactory profit, minimum investment and rapid turnover can be achieved.

   3 24 25 1Y 23 1Z

10. Attitude that the character of the retail businesses served helps determine what proportion of promotional merchandise activity versus staple merchandise appeal should be carried out.

    3 24 25 1Y 23

11. Attitude that before buying merchandise its salability (past, present and potential), comparative market value, competitive elements and amount of stock on hand and on order must be considered.

    3 24 25 1Y 23

12. Attitude that merchandise packaging possibilities such as promotional features and increased salability must be considered at the time of purchase.

    3 24 25 1Y 23

15. Attitude that the ultimate consumer and retail store operations are key determining factors in the buying organization of a wholesale business.

    3 24 25

AREA OF MERCHANDISING

Attitudes:

16. A belief that if the wholesale business is to get its share of the business in its market area, merchandise must be bought and sold at competitive prices.

    3 24 25

17. A belief that unit inventory control book systems must be kept up-to-date if they are to be useful in planning and making purchases.

    3 24

18. Attitude that manufacturer representatives are a source of market, product (or merchandise) and consumer information.

    3 24 25

19. Attitude that the company's restrictions on and policies and procedures for buying are set up to protect the buyer, the business and the manufacturer.

    3 24 25

20. Attitude that one must be constantly alert to discover "hot items" and follow through with additional merchandising and promotional activities.

    3 24 25 1Y 23 1Z

WHOLESALING COMPETENCIES[7]

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

2. Knowledge of the wholesale business's billing procedures.

   1Y 23 1Z 3 24 25

3. Knowledge of how to follow through on references given by credit applicants.

   1Y 23

4. Knowledge of how to deal with slow payers or non-collectable credit accounts.

   1Y 23 1Z

7. Knowledge of how to handle and record customer payments of bills.

   1Y 23 1Z

8. Knowledge of how to interpret credit policies to customers.

   1Y 23 1Z

9. Knowledge of how to work effectively with credit bureaus to supply and receive credit reference information vital to the business and the credit bureau.

   1Y 23

10. Knowledge of how to discuss delinquent accounts with a customer, keeping that person's goodwill.

    1Y 23 1Z

11. Knowledge of how to maintain a working environment where employees can have a sense of security and reasonable freedom from worry.

    14 23 24 25 13

12. Knowledge of how to help each employee have a feeling of pride in his company and the worthwhileness of his work.

    14 23 24 25 13

13. Knowledge of the ways to make job orientation for new employees friendly, skillful and adequate.

    14 23 24 25 13

14. Knowledge of the methods of training which can be used such as telling, showing, demonstration and dramatization.

    14 23 24 25 13

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[7] Numbers below each competency indicate number of job which requires the competency. See page 838 for job number.

WHOLESALING COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

15. Knowledge of how to plan workforce budgets and schedule employee working hours, lunch hours and reliefs.

    13 14

16. Understanding that a personnel organization by showing lines of authority and responsibility can be used in hiring and training as well as in increasing employee morale.

    13 14 3 24 23 25

17. Knowledge of the wholesale business's procedures for evaluating employees.

    14 24 23 13 25

18. Knowledge of how to use the wholesale business's policies for making decisions on hiring, promoting or dismissing employees.

    14 24 23 13 25

19. Knowledge of the qualifications set up for recruiting new employees.

    14 3 23 24 25 13

20. Knowledge of local and national economic factors such as strikes and demonstrations which may influence one's business.

    13 14 3 24 25 1Z

21. Knowledge of the functions of warehouse maintenance.

    13 14

22. Understanding that proper care of warehouse equipment and proper stock arrangements can help prevent accidents.

    12 13 14

24. Understanding that although management plans expense control budgets, the actual control must be carried out by the cooperative effort of all wholesale business employees.

    12 13 14 3 1Y 23 25 24 1Z

25. Understanding that seemingly small savings in some expense areas can mean a substantial gain in profits.

    12 13 14 3 1Y 23 25 24 1Z

26. Understanding that careful use of supplies will help control expenses.

    12 13 14 3 14 23 25 24 1Z

WHOLESALING COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

28. Knowledge of how to authorize customer checks according to the business's policy.

1Z 1Y

33. Knowledge of the factors which influence warehouse arrangement and layout.

13 14

34. Understanding that impulse and convenience goods are located on lower floors or near the entrance while staple or shopping goods are located to the back or on upper floors.

1Z 1Y

38. Understanding that prepackaging of merchandise by either the wholesaler or the manufacturer helps by speeding up selling service, reducing damages and handling costs and eliminating packing activities.

14 3 24 1Y 23 25 1Z

40. Knowledge of how to record and report federal and state sales taxes.

1Y 23 1Z

41. Knowledge of procedures for reporting and handling damaged merchandise.

12 13 1Y 3 24 1Z 23

42. Knowledge of how to requisition and obtain supplies needed by the department.

13 14 3 1Y 23 24 25

43. Knowledge of how to use sales sheets in the reporting of daily sales.

1Z 1Y 23

44. Knowledge of the amount on-hand of various items that is considered an adequate supply.

3 24 1Y 23 14 1Z

45. Knowledge of the procedures involved in checking merchandise in against an invoice.

13 14 12

46. Knowledge of the procedures for handling incorrect amounts or types of merchandise received.

13 14 3 12 24 25 1Y 23

WHOLESALING COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

47. Knowledge of the forms and reports necessary in stockkeeping.

13 14 3 24 25 1Y 23 1Z

48. Knowledge of the bookkeeping and accounting process that accompanies the receiving and marking system.

13 14 3 24 25 1Y 23

49. Knowledge of the procedures for filing claims for merchandise damages, shortages and over-charges on carriers and manufacturers.

14 3 24 25 1Y 23 13

50. Knowledge of how to follow through on non-delivered or lost merchandise.

14 3 24 13 1Y 23 25

51. Knowledge of how to operate price-marking machines.

12 13 14

52. Knowledge of how to put price tickets on various types of merchandise.

12 13 14

53. Knowledge of different types of transportation available in having merchandise shipped from supplier to wholesale business.

3 24 25

54. Knowledge of the terms used in connection with the merchandise receiving and marking process such as, buyers' order, invoice, apron, price code, blind check, direct check, receiving record, bill of lading, vendor and vendee.

12 13 14 3 24

57. Knowledge of how to interview potential employees, obtaining all necessary data and offering them information concerning the business, its operation and policies.

14 24 25 23

59. Knowledge of how to handle employee complaints and grievances, maintaining an objective point of view.

13 14 3 23 24 25

67. Knowledge of how to take care of employees' or customers' accidents in the business.

12 13 14 3 23 25 24

WHOLESALING COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Knowledges and Understandings:

70. Knowledge of the names and purposes of significant professional associations - local, state and national - that are of interest to wholesale management.

24 3 23 25

81. Knowledge of the intangibles of business such as human relations factors, long-run economic factors and innovations which may influence business.

24 3 23 25

Skills:

2. Skill in accurately handling and recording customer payment of bills.

1Y 23 1Z

3. Skill in tactfully handling slow-payers or non-collectible credit accounts.

1Y 23 1Z

12. Skill in selecting and using the methods of training best suited to individual situations.

13 14 3 23 24 25

13. An ability to make job orientation for new employees friendly, skillful and adequate.

13 14 3 24 23 25

14. Skill in carefully selecting and placing employees in jobs which they are physically, mentally and emotionally equipped to perform.

14 23 24

15. Skill in selecting and hiring employees whose personal and business growth seem the most promising.

14 24 23 25

16. Ability to observe and evaluate the operations of similar businesses in an attempt to increase efficiency in one's own business operation.

14 3 24 23 25

17. Ability to determine in various situations the most efficient way to get the job accomplished.

12 13 14 3 24 1Y 23 25 1Z

18. Skill in handling and caring for wholesale business equipment.

12 13 14 3 1Y 23 25 24 1Z

WHOLESALING COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Skills:

20. Skill in transfering or shipping stock to retail stores so that it remains in good selling condition.

    12 13 14

22. Skill in properly packing or wrapping merchandise being returned to a vendor.

    12 13 14

23. Skill in determining shipping and receiving discrepancies and taking the proper action.

    13 14

24. Skill in quickly routing merchandise from the receiving dock to the proper department or its designated stock area in the warehouse.

    12 13 14

25. Skill in determining the priority for processing (in receiving and marking) merchandise.

    13 14

26. Skill in keeping informed of new developments in shipping, receiving and marking methods and facilities, adapting those that will prove beneficial to the business.

    14

27. Skill in determining routing and quantities for transportation of goods to keep transportation costs at a minimum.

    3 24 25

28. Skill in following through on non-delivered or lost shipments.

    12 13 14 3 1Y 23 25 24

29. Skill in handling incorrect amounts or types of merchandise received.

    12 13 14 3 1Y 23 24 25

30. Skill in accurately checking merchandise in against an invoice.

    12 13 14

31. Skill in putting price tickets on various types of merchandise.

    12 13 14

32. Skill in operating price-marking machines.

    12 13 14

WHOLESALING COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Skills:

34. Skill in planning and developing a workforce budget and scheduling employee working hours, lunch hours and reliefs.

    13 14

35. Skill in planning and developing a workable six-month or yearly budget for a wholesale business division.

    14 23 24 25

36. Skill in reducing costly errors by maintaining proper records of business operations.

    24 23 14 25

37. Skill in determining, setting up and interpreting to employees those wholesale business policies and procedures that will be most beneficial to the operation and growth of both the business and store personnel.

    14 23 24 25

38. Skill in keeping informed of developments and trends that will affect present and future wholesale business operations.

    23 24 3 25 1Y 1Z 14

39. Skill in keeping informed of state, federal and local laws concerning wholesale operations and interpreting their implications for one's own business.

    23 24 25 14 3

45. Skill in planning and organizing work.

    24 13 14 3 23 25 1Y 1Z

51. Ability to tactfully identify mistakes employees have made and help them constructively correct them.

    13 14 3 23 24 25

56. An ability to determine when additional employees are needed in order to accomplish desired business objectives.

    14 23 24 25

Attitudes:

3. Attitude that wholesale management must continuously study and evaluate its credit policies and procedures, making changes or adjustments as needed.

    24 23 1Y 25 3

WHOLESALING COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Attitudes:

4. Attitude that proper records of collections must be maintained.

   1Y 23 1Z

5. Attitude that salesmen must be supplied with credit information, especially changes in credit policies.

   1Y 23 1Z

6. A belief that each employee should be made to feel his efforts are really appreciated.

   14 23 13 24 25 3

7. A belief that careful and thoughtful consideration should be given to the probable effect each rule, each notice and each practice will have on the feelings of all concerned.

   14 23 24 25 3

8. A belief that employees should have a part in planning those things which affect their working conditions.

   14 23 24 25 3

9. A belief that there should be a constant and intelligent effort on the part of management to be absolutely fair in every policy and every practice.

   14 23 24 25 3

10. Attitude that conditions should be such that working proves to be a satisfying social experience as well as a means of making a livelihood.

    14 23 24 25 3

11. A belief that efficient individual workers and an organization that functions smoothly are usually outcomes of effective employee training.

    14 23 24 25 3

12. Attitude that salesmen must be continuously informed of new merchandise, new styles and merchandising trends through individual or group training.

    3 24 23 25

13. Attitude that salaries, commissions, bonuses and quotas have a direct influence on customer treatment and inter-personal relations of sales personnel.

    23

WHOLESALING COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Attitudes:

14. Attitude that it is management's responsibility for providing job knowledge and incentive through training.

14 24 23 25

15. Attitude that management, supervisors and employees require a framework of policies and procedures within which to operate.

12 13 14 3 1Y 23 25 24 1Z

17. A belief that employees must be trained with regard to safety measures and accident prevention.

13 14

18. A realization that expenses are an influential factor in operating profitably.

14 3 24 23 25

20. An awareness that special customer services and accomodations build customer goodwill and help increase sales.

14 3 24 1Y 23 25 1Z

24. An awareness that a personnel organization enables the policies of the firm to be carried out and enables each person employed to make a contribution to its successful operation.

12 13 14 3 25 24 1Y 23 1Z

25. Attitude that lines of authority should be followed, so that a department head or supervisor's position may not be weakened by management dealing directly with employees on matters that are logically in the supervisor's domain.

13 14 3 24 23 25

26. An awareness that to prevent shortages, merchandise being returned to vendors must be correctly recorded in inventory control records.

12 13 14 1Y 23 24 25

27. Attitude that complete records should be kept of all incoming merchandise for business protection.

13 14 3 24 25

28. A belief that organized recruitment is necessary to fill the job openings within a wholesale business.

14 3 24 25 23

WHOLESALING COMPETENCIES

AREA OF OPERATIONS AND MANAGEMENT

Attitudes:

29. Attitude that employee morale can be maintained and payroll savings brought about by carefully scheduling and budgeting employee working hours.

    14 13

30. Attitude that attention must be paid to state and local laws regulating the hiring of minors, the use of women for certain jobs, wages and hours and health examinations.

    23 24 14 25

31. Attitude that management must be continuously aware of promotional and transfer possibilities among wholesale business personnel in successfully filling job vacancies.

    14 24 23 25

32. Attitude that since the future of the business is dependent upon the quality of future managers, a definite program for recruitment and development of future managerial personnel should be a part of every business.

    23 24 25

34. Attitude that a good supervisor must also be an effective teacher or trainer.

    3 14 24 23 25

53. Attitude that established methods should be constantly questioned and new ideas incorporated to improve service to the customer.

    3 23 24 25

58. Attitude that the interests of the business can be effectively promoted by active participation in merchants' associations and local community project activities.

    3 23 24 25

61. Attitude that it is necessary to take certain business risks in order to incorporate improved operations and increase business.

    3 23 24 25 14

WHOLESALING COMPETENCIES[7]

AREA OF PRODUCT AND/OR SERVICE TECHNOLOGY

Knowledges and Understandings:

1. Knowledge of how to interpret the features of a product into terms or benefits which appeal to retail store management.

   1Y 23 1Z

3. Knowledge of the ways to show that an item or product is suited for the purpose the customer has in mind.

   1Y 23 1Z

4. Knowledge of sources of merchandise information such as the merchandise itself, handtags and labels, leaflets, box covers and price tags.

   1Y 23 12 13 3 24 1Z 14 25

5. Knowledge of the delivery area served by the wholesale business, delivery schedules and delivery charges.

   1Y 23 12 13 25 3 24 14 1Z

7. Knowledge of where merchandise is located in the warehouse.

   12 13 14 3 24

8. Knowledge of the sizes, colors, models or prices in which merchandise is available.

   3 24 1Y 23 25 1Z

9. Knowledge of substitute items that are used for formerly well-known products, what they are substitutes for and superior points of the substitute.

   3 24 1Y 23 25 1Z

10. Knowledge of the uses of specific products and differences between similar items so that items may be selected to meet a customer's needs.

    3 24 1Y 23 25 1Z

11. Knowledge of the values of advertising information to the salesman.

    1Y 23 3 24 25 1Z

12. Understanding that adequate merchandise information will enable the salesman to increase sales as well as his earning capacity.

    1Y 23 1Z

13. Understanding that merchandise or product information is a useful tool in opening up a sales conversation with a customer.

    1Y 23 1Z

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[7] Numbers below each competency indicate number of job which requires the competency. See page 838 for job number.

WHOLESALING COMPETENCIES

AREA OF PRODUCT AND/OR SERVICE TECHNOLOGY

Knowledges and Understandings:

14. Understanding that merchandise guarantees and directions protect both the customer and the wholesale business and help increase sales.

3 24 25 1Y 23

15. Knowledge of current merchandise product trends and innovations.

3 24 25 1Y 23 1Z

16. Knowledge of the product features and customer acceptance of competing products.

3 24 1Y 23 1Z 25

17. Knowledge of protective measures behind standards, grades and labels.

1Y 23 3 24 25 1Z

18. Understanding that grades may be expressed by letters or words.

3 24 1Y 23 25 1Z

19. Understanding that labels taking the form of tags, stamps and wrappers identify products as to their contents.

3 24 1Y 23 25 1Z

20. Understanding that brand or trade names identify products by producer or distributor.

3 24 1Y 23 25 1Z 12 13 14

21. Understanding that brand or trade names are an advertising device used to encourage customer retention.

3 24 1Y 23 25 1Z

22. Understanding that standardization provides a basis upon which grading can be determined and aids customers in buying goods and services to fit their needs.

3 24 1Y 23 25 1Z

23. Knowledge of various governmental, state and local laws regarding standards.

3 24 1Y 23 25 1Z

24. Knowledge of the provisions in the Pure Food, Drug and Cosmetic Act.

3 24 25 1Y 23

25. Knowledge of Federal Trade Commission protective measures as they apply to various products.

3 24 1Y 23 25

WHOLESALING COMPETENCIES

AREA OF PRODUCT AND/OR SERVICE TECHNOLOGY

Knowledges and Understandings:

26. Knowledge of the various agencies that give protection to the customer in his buying.

3 24 1Y 23 25

Skills:

1. Skill in analyzing a product in relation to current trends such as fashion or style, innovations and novelty appeal so that a better job of selling can be done.

1Y 23 1Z

2. Skill in knowing what to look for when making comparison shoppings of competitor's merchandise.

1Y 23

3. Skill in analyzing merchandise returned as unsatisfactory by customers to determine reasons for poor performance.

1Y 23 3 24 1Z 25

4. Skill in using facts about products when helping a customer make a buying decision.

1Y 23 1Z

5. Skill in keeping an accurate record of the supply of items on hand and/or the amount to reorder.

3 24 25 1Y 1Z

6. Skill in visualizing customer benefits that accompany merchandise selling features.

1Y 23 3 24 25 1Z

7. Skill in building a sales talk around merchandise selling features.

1Y 23

9. Skill in showing to customers the points of superiority of one's own product in comparison to competing businesses' products.

1Y 23 1Z

10. Skill in interpreting merchandise guarantees and directions to customers.

1Y 23 1Z

11. Skill in using facts from merchandise advertisements during sales.

1Y 23 1Z

WHOLESALING COMPETENCIES

AREA OF PRODUCT AND/OR SERVICE TECHNOLOGY

Skills:

12. Skill in quoting to customers accurate delivery dates, time and charges.

    1Y 23

14. The ability to use grades as selling points in answering customer's questions.

    1Y 23 1Z

15. The ability to help a customer buy intelligently with the use of stamps, tags and wrappers attached to merchandise.

    1Y 23 1Z

16. Skill in maintaining a usable bank of product knowledge, selecting that which can be used with individual customers.

    1Y 23 1Z

17. The ability to use brand or trade names to help customers identify and select products or merchandise.

    1Y 23 1Z

18. Skill in selecting and quoting factual comments about certain products.

    1Y 23 1Z

19. Skill in using a knowledge of the features and customer acceptance of competing products and points of superiority of one's own product during a sale.

    1Y 23

20. Ability to translate merchandise label information into selling points.

    1Y 23 1Z

Attitudes:

1. Attitude that a continual program of training and retraining employees with product knowledge must be carried out.

   23 24 25

2. Attitude that a familiarity with trade journals will supplement product, merchandise and services knowledge as well as identify current business trends.

   3 24 23 1Y 25 1Z

3. Attitude that a salesman must have sufficient knowledge of the merchandise he sells in order to answer a customer's questions satisfactorily.

   1Y 23 1Z

WHOLESALING COMPETENCIES

AREA OF PRODUCT AND/OR SERVICE TECHNOLOGY

Attitudes:

4. Attitude that adequate merchandise knowledge creates in the salesman enthusiasm for his goods and adds to his self-confidence.

   1Y 23 3 24 1Z 25

5. Attitude that usually services and benefits are sold rather than goods or merchandise.

   1Y 23 1Z

6. Attitude that merchandise or product information is obtainable from customers, competitors, sales representatives, producers, fellow sales employees and supervisors.

   1Y 23 1Z

7. Attitude that keeping informed of merchandise and product information makes the sales-supporting job more interesting.

   12 13 14

8. A belief that adequate merchandise information will help increase sales and promote better customer relations.

   3 24 25 1Y 23 1Z

9. A belief that adequate merchandise information will build customer confidence in the merchandise as well as the wholesale business.

   1Y 23 3 24 25 1Z

10. Attitude that specific merchandise information may be found in advertisements.

    1Y 23 1Z 3 24 25

11. Attitude that merchandise information can be gained by handling merchandise or by using it.

    1Y 23 1Z 3 24 25

WHOLESALING COMPETENCIES[7]

AREA OF SELLING

Knowledges and Understandings:

1. Knowledge of the ways to show or display merchandise to create interest and desire in customers.

   1Y 23 1Z

2. Knowledge of the ways to demonstrate merchandise to create interest and desire in customers.

   1Y 23 1Z

3. Knowledge of how to get merchandise into the customer's hands to create desire and attachment to the item.

   1Y 23 1Z

4. Knowledge of how to provide information about merchandise which will create desire or interest in customers.

   1Y 23 1Z

5. Knowledge of how to suggest related items, accessory items or larger quantities to customers in order to increase the amount of the sale.

   1Y 23 1Z

6. Knowledge of how to handle individual differences in customers.

   1Y 23 1Z

7. Knowledge of the ways to help a customer make a buying decision.

   1Y 23 1Z

8. Knowledge of the customer approaches, such as, greeting, service or combination which may be used when opening a sale.

   1Y 23

13. Knowledge of the business's procedures for handling merchandise being returned by the retail store for exchange, cash refund or credit to its account.

    1Y 13 14 23 1Z

15. Knowledge of how to properly write out retail store purchase orders.

    1Y 23 1Z

16. Knowledge of the ways to determine how and when to close a sale.

    1Y 23 1Z

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[7] Numbers below each competency indicate number of job which requires the competency. See page 838 for job number.

WHOLESALING COMPETENCIES

AREA OF SELLING

Knowledges and Understandings:

17. Knowledge of the importance of credit as a selling tool.

1Y 23 1Z

18. Knowledge of how to translate product knowledge into customer or retail store benefits.

1Y 23 1Z

19. Knowledge of the ways to handle customer complaints according to the business firm's policy.

3 24 1Y 23 25 1Z

20. Knowledge of the wholesale business's credit policies and terms.

1Y 23 1Z 25 24 3

22. Knowledge of department and merchandise locations within the wholesale warehouse.

12 13 14 3 24 1Y 23 25 1Z

23. Knowledge of the selling features of products and services.

1Y 23 3 24 1Z 25

24. Understanding that customer loyalty can be built with timely merchandise and friendly service.

1Y 23 1Z 24 25 3

26. Knowledge of how to analyze customer needs.

1Y 23 1Z

28. Knowledge of how to process checks received in payment for merchandise purchased.

1Y 23 1Z

29. Knowledge of the wholesale business's delivery schedule.

1Y 23 3 24 12 13 14 1Z

31. Knowledge of how to fill mail or telephone orders for merchandise.

12 13 14 1Y 23

33. Knowledge of how to prepare or organize stock for accurate and fast counting.

12 13 14

WHOLESALING COMPETENCIES

AREA OF SELLING

Knowledges and Understandings:

34. Knowledge of how to arrange stock in a selling department by color, size, styles, price, etc.

    1Y 1Z

35. Knowledge of how to best utilize selling space with volume or best sellers.

    1Y 23 1Z

36. Knowledge of what housekeeping duties must be performed in connection with proper stock care.

    12 13 14

37. Knowledge of how to make minor repairs to merchandise to return it to selling condition.

    12 13 14

38. Understanding that a combination of seeing, hearing and participation on the part of the customer helps strengthen a sales presentation.

    1Y 23 1Z

40. Understanding that the effects of underselling are often as harmful as overselling.

    1Y 23 1Z

Skills:

1. Skill in remembering customer's names when serving them.

    1Y 23 1Z

2. Skill in distinguishing a customer's personal characteristics while talking to him.

    1Y 23 1Z

3. Skill in meeting sales quotas.

    1Y 23 1Z

4. Skill in remembering personal information about individual customers.

    1Y 23 1Z

5. Skill in determining when to approach a customer to open a sale.

    1Y 23

6. Skill in showing a genuine interest in the customer's problem.

    1Y 23 1Z

WHOLESALING COMPETENCIES

AREA OF SELLING

Skills:

7. Skill in determining where the customer is in his thinking and proceeding to assist him through the remaining decisions in the buying process.

   1Y 23 1Z

8. Skill in opening a sales conversation with a suitable statement or remark.

   1Y 23

9. Skill in determining retail store management's wants and desires during a sale.

   1Y 23 1Z

10. Skill in suggesting to customers items of merchandise or services that can be substituted for the unavailable or desired ones.

    1Y 23 1Z

11. Skill in determining the price lines at which a customer wants to purchase.

    1Y 23 1Z

12. Skill in relating merchandise, products or service benefits to a retail store's needs when talking about them.

    1Y 23 1Z

13. Skill in sensing a customer's objections and answering them to the customer's satisfaction.

    1Y 23 1Z

14. Skill in suggesting larger quantities, related goods and unrelated goods in an effort to increase the average purchase.

    1Y 23 1Z

15. Skill in closing a sale with a statement appropriate to the occasion or the season.

    1Y 23 1Z

18. The ability to determine how to handle individual situations in which merchandise is being returned for exchange, cash refund or charge credit.

    1Y 23 1Z

19. Ability to treat customers who don't buy with courtesy in hopes that they will buy at some future date.

    1Y 23 1Z

WHOLESALING COMPETENCIES

AREA OF SELLING

Skills:

21. Skill in coordinating merchandise with related items in an attempt to increase the amount of the sale.

1Y 23 1Z

22. Ability to determine the buying motives of customers and then appeal to them.

1Y 23 1Z

23. Ability to question, observe and listen in order to complete a successful sale.

1Y 23 1Z

24. Ability to provide customers "facts and benefits" with discretion, analyzing and judging their reactions.

1Y 23 1Z

25. Ability to time the sales talk with each individual customer.

1Y 23 1Z

30. Skill in helping a customer make a buying decision.

1Y 23 1Z

31. An ability to get merchandise into the customer's hands to create desire and attachment to the item.

1Y 23 1Z

32. Skill in demonstrating merchandise in the ways it may be used by the customer.

1Y 23 1Z

33. Skill in showing or displaying merchandise or products in a way that creates interest and desire in customers.

1Y 23 1Z

34. Skill in determining when and how to close a sale.

1Y 23 1Z

36. The ability to tactfully handle difficult customers.

1Y 23 1Z

37. Skill in properly writing out retail store purchase orders.

1Y 23 1Z

WHOLESALING COMPETENCIES

AREA OF SELLING

Attitudes:

1. A feeling that each retail store is an "individual" and should be treated as such.

   1Y 23 1Z

2. A feeling that the customer needs the services or products being offered.

   1Y 23 1Z

3. A feeling of sincere interest in customers and their problems.

   12 13 14 3 1Y 23 25 24 1Z

4. A belief that the job of selling contributes to the well-being of customers.

   1Y 23 1Z

5. A strong interest in the merchandise or services being sold.

   1Y 23 1Z

7. A feeling that value is added to merchandise that is handled with care and respect.

   1Y 1Z 23

8. A feeling that genuine enthusiasm for merchandise during a sale will help create desire or interest in the customer.

   1Y 23 1Z

9. Attitude that customers' objections must be handled and overcome with respect.

   1Y 23 1Z

10. Attitude that a customer's complaint is an excellent opportunity to build goodwill.

    1Y 23 1Z

11. Attitude that good display of merchandise is a prime factor in developing a customer's interest.

    1Y 23 1Z

12. Attitude that suggestive selling is a service to the customer and also increases volume and profits.

    1Y 23 1Z

14. Attitude that basic product information is necessary to demonstrate good selling practices.

    1Y 23 1Z

WHOLESALING COMPETENCIES

AREA OF SELLING

Attitudes:

15. Attitude that sufficient understanding of a firm's policies is necessary to truly represent the viewpoint of its management to retail stores.

    1Y 23 1Z

16. A realization of the importance of the salesman's position in regard to his public relations function.

    1Y 23 24 1Z 25

17. Attitude that the amount of time needed to help one customer make a decision in purchasing an identical article may be double or triple that of another.

    1Y 23 1Z

18. Attitude that today's retail store management keeps up-to-date on recent developments, is often presold when the salesman arrives in the store, is alert to new ideas, wants facts about the merchandise and expects wide assortments.

    1Y 23 1Z

19. Attitude that retail stores deal with those wholesalers who offer the most prompt, efficient and friendly service.

    1Y 23 1Z 24 25

20. Attitude that the customer - by his very act of complaining - is giving the wholesale business an opportunity to correct a possible fault in its operation.

    24 23 3 1Z 25 1Y

21. A feeling of pride in being a salesman.

    1Y 23 1Z

26. A belief that one should live up to promises made to customers.

    1Y 23 1Z

27. A belief that one should take advantage of sales training opportunities.

    1Y 23 1Z

28. An awareness that each salesman should attempt to meet his sales quota in order to help control selling costs.

    1Y 23 1Z

29. Attitude that in selling, one is appealing to the fundamental human wants - security, love, power.

    1Y 23 1Z

WHOLESALING COMPETENCIES

AREA OF SELLING

Attitudes:

31. Attitude that merchandise must be carefully handled to reduce markdowns.

    12 13 14 3 1Y 23 1Z

32. An awareness that people usually do not buy merchandise itself, rather, they buy merchandise benefits.

    1Y 23 1Z 25 24

33. An awareness that successful selling hinges on adequate product information, the customer's understanding and the salesman's personality.

    1Y 23 1Z 24 25

TABLE 265
WHOLESALING
ADVERTISING COMPETENCIES

KNOWLEDGES:

JOBS:

COMPETENCIES	12	13	14	3	24	1Y	1Z	23	25
1				✓	✓	✓	✓	✓	✓
2	✓	✓	✓	✓	✓	✓		✓	✓
3	✓	✓	✓			✓	✓	✓	
4							✓	✓	✓
5					✓				✓
6									
7					✓			✓	✓
8					✓				✓
9	✓	✓	✓		✓	✓	✓	✓	
10									
11	✓	✓	✓	✓	✓	✓	✓	✓	✓
12	✓	✓	✓	✓	✓	✓	✓	✓	✓
13									
14				✓	✓	✓	✓	✓	✓
15					✓				✓
16				✓	✓				✓
17									
18					✓			✓	✓
19									
20									
21									
22									
23									

SKILLS:

COMPETENCIES	12	13	14	3	24	1Y	1Z	23	25
1				✓	✓			✓	✓
2					✓	✓	✓	✓	
3									
4									
5									
6				✓	✓	✓			✓
7				✓	✓				✓
8				✓	✓	✓		✓	✓
9				✓	✓			✓	✓
10				✓	✓			✓	✓
11				✓	✓	✓	✓	✓	✓
12				✓	✓				✓
13									
14				✓	✓			✓	✓
15									
16									
17									
18									
19									
20									
21									
22									
23									

ATTITUDES:

COMPETENCIES	12	13	14	3	24	1Y	1Z	23	25
1					✓	✓	✓	✓	
2				✓		✓	✓		
3				✓		✓	✓		
4				✓	✓	✓	✓	✓	✓
5				✓	✓	✓	✓	✓	✓
6				✓	✓	✓	✓	✓	✓
7				✓	✓	✓	✓	✓	✓
8				✓	✓	✓	✓	✓	✓
9				✓	✓	✓	✓	✓	✓
10				✓	✓	✓	✓	✓	✓
11				✓	✓	✓	✓	✓	✓
12									
13						✓	✓	✓	
14				✓	✓	✓	✓	✓	✓
15				✓	✓				✓
16				✓	✓	✓	✓	✓	✓
17									
18									
19									
20									
21									
22									
23				✓	✓			✓	✓

TABLE 266
WHOLESALING
COMMUNICATIONS COMPETENCIES

KNOWLEDGES:

JOBS:

COMPETENCIES	12	13	14	3	24	1Y	1Z	23	25
1	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	✓	✓	✓	✓	✓	✓	✓	✓	✓
3				✓	✓	✓		✓	✓
4	✓	✓	✓	✓	✓	✓	✓	✓	✓
5		✓	✓	✓	✓			✓	✓
6									
7						✓	✓	✓	
8		✓	✓	✓	✓			✓	✓
9				✓	✓	✓		✓	✓
10	✓	✓	✓	✓	✓	✓	✓	✓	✓
11									
12			✓		✓	✓		✓	✓
13									
14			✓		✓			✓	✓
15									
16									
17		✓	✓	✓	✓			✓	✓
18	✓	✓	✓	✓	✓	✓	✓	✓	✓
19	✓	✓	✓	✓	✓	✓	✓	✓	✓
20									
21									
22									
23									
24									
25									
26									
27									
28									
29									
30									

SKILLS:

COMPETENCIES	12	13	14	3	24	1Y	1Z	23	25
1	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	✓	✓	✓	✓	✓	✓	✓	✓	✓
3			✓	✓	✓	✓	✓	✓	✓
4			✓	✓	✓	✓	✓	✓	✓
5									
6	✓	✓	✓	✓	✓	✓	✓	✓	✓
7	✓	✓	✓	✓	✓	✓	✓	✓	✓
8									
9	✓	✓	✓	✓	✓	✓	✓	✓	✓
10	✓	✓	✓	✓	✓	✓	✓	✓	✓
11		✓	✓	✓	✓			✓	✓
12									
13				✓	✓	✓		✓	✓
14	✓	✓	✓	✓	✓	✓	✓	✓	✓
15									
16			✓	✓	✓	✓		✓	✓
17			✓			✓	✓	✓	
18						✓	✓	✓	✓
19				✓	✓	✓	✓	✓	✓
20				✓	✓	✓		✓	✓
21									
22									
23			✓			✓	✓	✓	
24	✓	✓	✓	✓	✓	✓	✓	✓	✓
25	✓	✓	✓	✓	✓	✓	✓	✓	✓
26		✓	✓	✓	✓			✓	✓
27		✓	✓	✓	✓			✓	✓
28		✓	✓	✓	✓	✓	✓	✓	✓
29				✓	✓	✓	✓	✓	✓
30				✓	✓	✓	✓	✓	✓

ATTITUDES:

COMPETENCIES	12	13	14	3	24	1Y	1Z	23	25
1	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	✓	✓	✓	✓	✓	✓	✓	✓	✓
3									
4	✓	✓	✓	✓	✓	✓	✓	✓	✓
5					✓			✓	✓
6	✓	✓	✓	✓	✓	✓	✓	✓	✓
7	✓	✓	✓	✓	✓	✓	✓	✓	✓
8	✓	✓	✓	✓	✓	✓	✓	✓	✓
9	✓	✓	✓	✓	✓	✓	✓	✓	✓
10						✓	✓	✓	
11						✓	✓	✓	
12				✓	✓	✓	✓	✓	✓
13						✓		✓	
14		✓	✓	✓	✓			✓	✓
15	✓	✓	✓	✓	✓	✓	✓	✓	✓
16			✓	✓	✓			✓	✓
17		✓	✓	✓	✓			✓	✓
18			✓		✓			✓	✓
19			✓	✓	✓			✓	✓
20	✓	✓	✓	✓	✓	✓	✓	✓	✓
21	✓	✓	✓	✓	✓	✓	✓	✓	✓
22					✓	✓		✓	✓
23	✓	✓	✓	✓	✓	✓	✓	✓	✓
24	✓	✓	✓	✓	✓	✓	✓	✓	✓
25	✓	✓	✓	✓	✓	✓	✓	✓	✓
26				✓	✓			✓	✓
27									
28									
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TABLE 267
WHOLESALING
DISPLAY COMPETENCIES

COMPETENCIES	KNOWLEDGES:									SKILLS:									ATTITUDES:								
JOBS:	12	13	14	3	24	1Y	1Z	23	25	12	13	14	3	24	1Y	1Z	23	25	12	13	14	3	24	1Y	1Z	23	25
1															✓	✓	✓							✓	✓	✓	
2																								✓	✓	✓	
3						✓	✓	✓																✓	✓	✓	
4															✓	✓	✓					✓	✓	✓	✓	✓	✓
5						✓		✓							✓	✓	✓										
6																						✓	✓	✓	✓	✓	✓
7					✓	✓	✓	✓	✓															✓	✓	✓	
8				✓	✓	✓		✓	✓																		
9				✓	✓	✓	✓	✓	✓															✓	✓	✓	
10																						✓	✓	✓	✓	✓	✓
11																											
12															✓	✓	✓					✓	✓	✓	✓	✓	✓
13																											
14																								✓	✓	✓	
15						✓	✓	✓																			
16					✓	✓	✓	✓	✓																		
17					✓	✓	✓	✓	✓					✓	✓	✓	✓	✓									
18						✓	✓	✓							✓	✓	✓										
19						✓	✓	✓							✓	✓	✓							✓	✓	✓	
20						✓	✓	✓																			
21																											
22																											
23																											
24															✓	✓	✓										
25																											
26															✓	✓	✓										
27															✓	✓	✓										

TABLE 268
WHOLESALING
HUMAN RELATIONS COMPETENCIES

COMPETENCIES	KNOWLEDGES:									SKILLS:									ATTITUDES:								
JOBS:	12	13	14	3	24	1Y	1Z	23	25	12	13	14	3	24	1Y	1Z	23	25	12	13	14	3	24	1Y	1Z	23	25
1		✓	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2		✓	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4		✓	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓			✓	✓
5		✓	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
6	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
7	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓			✓	✓
8	✓	✓	✓	✓	✓	✓	✓	✓	✓				✓	✓	✓	✓	✓	✓		✓	✓	✓	✓			✓	✓
9	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
10		✓	✓	✓	✓			✓	✓		✓	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
11		✓	✓	✓	✓			✓	✓			✓		✓			✓	✓		✓	✓	✓	✓			✓	✓
12	✓	✓	✓	✓	✓	✓	✓	✓	✓															✓	✓	✓	
13		✓	✓	✓	✓			✓	✓		✓	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
14	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓			✓	✓
15		✓	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓			✓	✓
16										✓	✓	✓	✓	✓	✓	✓	✓	✓			✓		✓			✓	
17		✓	✓	✓	✓			✓	✓			✓		✓			✓			✓	✓	✓	✓			✓	✓
18		✓	✓	✓	✓			✓	✓		✓	✓		✓			✓			✓	✓	✓	✓			✓	✓
19												✓		✓			✓			✓	✓	✓	✓			✓	✓
20			✓	✓	✓	✓	✓	✓	✓		✓	✓		✓			✓			✓	✓	✓	✓			✓	✓
21										✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓			✓	✓
22										✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓			✓	✓
23										✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓			✓	✓
24																				✓	✓	✓	✓			✓	✓
25																											
26																											
27																			✓	✓	✓	✓	✓	✓	✓	✓	✓

TABLE 269
WHOLESALING
MATHEMATICS COMPETENCIES

COMPETENCIES	KNOWLEDGES:									SKILLS:									ATTITUDES:								
	12	13	14	3	24	1Y	1Z	23	25	12	13	14	3	24	1Y	1Z	23	25	12	13	14	3	24	1Y	1Z	23	25
1		✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓						✓	✓	✓	
2			✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									
3				✓	✓	✓		✓	✓		✓	✓			✓		✓					✓	✓	✓		✓	✓
4			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									
5																											
6			✓	✓	✓	✓		✓	✓						✓	✓	✓					✓	✓	✓	✓	✓	✓
7																											
8													✓	✓	✓	✓	✓	✓									
9													✓	✓	✓		✓	✓									
10													✓	✓	✓	✓	✓	✓									
11												✓	✓	✓	✓		✓	✓									
12													✓	✓													
13																											
14													✓	✓	✓		✓	✓									
15																											
16												✓	✓	✓	✓		✓	✓									
17													✓	✓	✓		✓	✓									
18															✓	✓	✓										
19													✓	✓				✓									
20																											
21												✓	✓	✓	✓		✓	✓									
22											✓	✓	✓	✓	✓		✓	✓									
23													✓	✓													
24													✓	✓	✓		✓	✓									
25																											
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28																											
29													✓	✓	✓		✓	✓									
30																											

TABLE 270
WHOLESALING
MERCHANDYSING COMPETENCIES

COMPETENCIES

	KNOWLEDGES: JOBS:									SKILLS:									ATTITUDES:								
	12	13	14	3	24	1Y	1Z	23	25	12	13	14	3	24	1Y	1Z	23	25	12	13	14	3	24	1Y	1Z	23	25
1				✓	✓	✓		✓	✓				✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
2				✓	✓	✓	✓	✓	✓				✓	✓	✓		✓	✓				✓	✓	✓		✓	✓
3				✓	✓	✓		✓	✓			✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4				✓	✓			✓	✓				✓	✓	✓		✓	✓				✓	✓	✓		✓	✓
5	✓	✓	✓	✓	✓								✓	✓				✓				✓	✓				✓
6	✓	✓	✓	✓	✓								✓	✓	✓		✓	✓									
7				✓	✓				✓				✓	✓	✓	✓	✓	✓				✓	✓				✓
8													✓	✓				✓									
9				✓	✓	✓	✓	✓	✓													✓	✓	✓	✓	✓	✓
10										✓	✓	✓	✓		✓	✓						✓	✓	✓		✓	✓
11																						✓	✓	✓		✓	✓
12													✓	✓	✓		✓	✓				✓	✓	✓	✓	✓	
13				✓	✓			✓	✓																		
14				✓	✓			✓	✓				✓	✓	✓		✓	✓									
15				✓	✓			✓	✓				✓	✓	✓		✓	✓				✓	✓				✓
16				✓	✓	✓		✓	✓													✓	✓				✓
17				✓	✓	✓		✓	✓				✓	✓			✓	✓				✓	✓				
18		✓	✓	✓	✓	✓	✓	✓	✓				✓	✓				✓				✓	✓				✓
19	✓	✓	✓	✓	✓	✓		✓	✓				✓	✓	✓		✓	✓				✓	✓				✓
20				✓	✓																	✓	✓	✓	✓	✓	✓
21				✓	✓	✓			✓				✓	✓													
22													✓	✓			✓	✓									
23				✓	✓	✓		✓	✓																		
24				✓	✓			✓	✓																		
25				✓	✓	✓		✓	✓				✓	✓	✓		✓	✓									
26																											
27													✓	✓	✓		✓	✓									
28				✓	✓	✓		✓	✓				✓	✓	✓	✓	✓	✓									
29				✓	✓				✓																		
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31			✓	✓	✓	✓		✓		✓	✓	✓	✓		✓	✓											
32				✓	✓								✓	✓	✓	✓	✓										
33													✓	✓	✓		✓	✓									
34												✓	✓	✓	✓	✓	✓										
35				✓	✓								✓	✓	✓		✓	✓									
36													✓	✓	✓		✓	✓									
37																											
38																											
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40																											

TABLE 271
WHOLESALING
OPERATIONS AND MANAGEMENT COMPETENCIES

COMPETENCIES	KNOWLEDGES:									SKILLS:									ATTITUDES:								
JOBS:	12	13	14	3	24	1Y	1Z	23	25	12	13	14	3	24	1Y	1Z	23	25	12	13	14	3	24	1Y	1Z	23	25
1																											
2				✓	✓	✓	✓	✓	✓						✓	✓	✓										
3						✓		✓							✓	✓	✓					✓	✓	✓		✓	✓
4						✓	✓	✓																✓	✓	✓	
5																								✓	✓	✓	
6																				✓	✓	✓	✓			✓	✓
7						✓	✓	✓													✓	✓	✓			✓	✓
8						✓	✓	✓													✓	✓	✓			✓	✓
9						✓		✓													✓	✓	✓			✓	✓
10						✓	✓	✓													✓	✓	✓			✓	✓
11		✓	✓		✓			✓	✓												✓	✓	✓			✓	✓
12		✓	✓		✓			✓	✓		✓	✓	✓	✓			✓	✓				✓	✓			✓	✓
13		✓	✓		✓			✓	✓		✓	✓	✓	✓			✓	✓								✓	
14		✓	✓		✓			✓	✓			✓		✓			✓				✓	✓	✓			✓	✓
15		✓	✓									✓		✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
16		✓	✓		✓			✓	✓			✓	✓	✓			✓	✓									
17		✓	✓		✓			✓	✓		✓	✓	✓	✓	✓	✓	✓	✓		✓	✓						
18		✓	✓		✓			✓	✓		✓	✓	✓	✓	✓	✓	✓	✓		✓		✓	✓			✓	✓
19		✓	✓	✓	✓			✓	✓																		
20		✓	✓	✓	✓		✓		✓		✓	✓	✓								✓	✓	✓	✓	✓	✓	✓
21		✓	✓																								
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23												✓	✓														
24	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓						✓	✓	✓	✓	✓	✓	✓	✓	✓
25	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓							✓	✓	✓	✓			✓	✓
26	✓	✓	✓	✓	✓	✓	✓	✓	✓				✓						✓	✓	✓		✓	✓		✓	✓
27														✓	✓			✓		✓	✓	✓	✓				✓
28						✓	✓				✓	✓	✓	✓	✓		✓	✓			✓	✓		✓		✓	✓
29											✓	✓	✓	✓	✓		✓	✓		✓	✓						
30											✓	✓	✓								✓		✓			✓	✓
31											✓	✓	✓								✓		✓			✓	✓
32											✓	✓	✓										✓			✓	✓
33		✓	✓																								
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47		✓	✓	✓	✓	✓	✓	✓	✓																		
48		✓	✓	✓	✓	✓		✓	✓																		
49		✓	✓	✓	✓	✓	✓		✓																		
50		✓	✓	✓	✓	✓		✓	✓																		
51	✓	✓	✓								✓	✓	✓	✓			✓	✓									
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84																											
85																											

TABLE 272
WHOLESALING
PRODUCT AND SERVICE TECHNOLOGY COMPETENCIES

KNOWLEDGES:

JOBS:

COMPETENCIES	12	13	14	3	24	1Y	1Z	23	25
1						✓	✓	✓	
2									
3						✓	✓	✓	
4	✓	✓	✓	✓	✓	✓	✓	✓	✓
5	✓	✓	✓	✓	✓	✓	✓	✓	✓
6									
7	✓	✓	✓	✓	✓				
8				✓	✓	✓	✓	✓	✓
9				✓	✓	✓	✓	✓	✓
10				✓	✓	✓	✓	✓	✓
11				✓	✓	✓	✓	✓	✓
12						✓	✓	✓	
13						✓	✓	✓	
14				✓	✓	✓		✓	✓
15				✓	✓	✓	✓	✓	✓
16				✓	✓	✓	✓	✓	✓
17				✓	✓	✓	✓	✓	✓
18				✓	✓	✓	✓	✓	✓
19				✓	✓	✓	✓	✓	✓
20	✓	✓	✓	✓	✓	✓	✓	✓	✓
21				✓	✓	✓	✓	✓	✓
22				✓	✓	✓	✓	✓	✓
23				✓	✓	✓	✓	✓	✓
24				✓	✓	✓		✓	✓
25				✓	✓	✓		✓	✓
26				✓	✓	✓		✓	✓

SKILLS:

COMPETENCIES	12	13	14	3	24	1Y	1Z	23	25
1						✓	✓	✓	
2						✓		✓	
3				✓	✓	✓	✓	✓	✓
4						✓	✓	✓	
5				✓	✓	✓	✓		✓
6				✓	✓	✓	✓	✓	✓
7						✓		✓	
8									
9						✓	✓	✓	
10						✓	✓	✓	
11						✓	✓	✓	
12						✓		✓	
13									
14						✓	✓	✓	
15						✓	✓	✓	
16						✓	✓	✓	
17						✓	✓	✓	
18						✓	✓	✓	
19						✓		✓	
20						✓	✓	✓	
21									
22									
23									
24									
25									
26									

ATTITUDES:

COMPETENCIES	12	13	14	3	24	1Y	1Z	23	25
1					✓			✓	✓
2				✓	✓	✓	✓	✓	✓
3						✓	✓	✓	
4				✓	✓	✓	✓	✓	✓
5						✓	✓	✓	
6						✓	✓	✓	
7	✓	✓	✓						
8				✓	✓	✓	✓	✓	✓
9				✓	✓	✓	✓	✓	✓
10				✓	✓	✓	✓	✓	✓
11				✓	✓	✓	✓	✓	✓
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24									
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TABLE 273
WHOLESALING
SELLING COMPETENCIES

KNOWLEDGES:

JOBS:

COMPETENCIES	12	13	14	3	24	1Y	1Z	23	25
1						✓	✓	✓	
2						✓	✓	✓	
3						✓	✓	✓	
4						✓	✓	✓	
5						✓	✓	✓	
6						✓	✓	✓	
7						✓	✓	✓	
8						✓		✓	
9									
10									
11									
12									
13		✓	✓			✓	✓	✓	
14									
15						✓	✓	✓	
16						✓	✓	✓	
17						✓	✓	✓	
18						✓	✓	✓	
19				✓	✓	✓	✓	✓	✓
20				✓	✓	✓	✓	✓	✓
21									
22	✓	✓	✓	✓	✓	✓	✓	✓	✓
23				✓	✓	✓	✓	✓	✓
24				✓	✓	✓	✓	✓	✓
25									
26						✓	✓	✓	
27									
28						✓	✓	✓	
29	✓	✓	✓	✓	✓	✓	✓	✓	
30									
31	✓	✓	✓			✓		✓	
32									
33	✓	✓	✓						
34						✓	✓		
35						✓	✓	✓	
36	✓	✓	✓						
37	✓	✓	✓						
38						✓	✓	✓	
39									
40						✓	✓	✓	

SKILLS:

COMPETENCIES	12	13	14	3	24	1Y	1Z	23	25
1						✓	✓	✓	
2						✓	✓	✓	
3						✓	✓	✓	
4						✓	✓	✓	
5						✓		✓	
6						✓	✓	✓	
7						✓	✓	✓	
8						✓		✓	
9						✓	✓	✓	
10						✓	✓	✓	
11						✓	✓	✓	
12						✓	✓	✓	
13						✓	✓	✓	
14						✓	✓	✓	
15						✓	✓	✓	
16									
17									
18						✓	✓	✓	
19						✓	✓	✓	
20						✓	✓	✓	
21						✓	✓	✓	
22						✓	✓	✓	
23						✓	✓	✓	
24						✓	✓	✓	
25						✓	✓	✓	
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30						✓	✓	✓	
31						✓	✓	✓	
32						✓	✓	✓	
33						✓	✓	✓	
34						✓	✓	✓	
35									
36						✓	✓	✓	
37						✓	✓	✓	
38									
39									
40									

ATTITUDES:

COMPETENCIES	12	13	14	3	24	1Y	1Z	23	25
1						✓	✓	✓	
2						✓	✓	✓	
3	✓	✓	✓	✓	✓	✓	✓	✓	✓
4						✓	✓	✓	
5						✓	✓	✓	
6									
7						✓	✓	✓	
8						✓	✓	✓	
9						✓	✓	✓	
10						✓	✓	✓	
11						✓	✓	✓	
12						✓	✓	✓	
13									
14						✓	✓	✓	
15						✓	✓	✓	
16					✓	✓	✓	✓	✓
17						✓	✓	✓	
18						✓	✓	✓	
19					✓	✓	✓	✓	✓
20				✓	✓	✓	✓	✓	✓
21						✓	✓	✓	
22									
23									
24									
25									
26						✓	✓	✓	
27						✓	✓	✓	
28						✓	✓	✓	
29						✓	✓	✓	
30									
31	✓	✓	✓	✓		✓	✓	✓	
32					✓	✓	✓	✓	✓
33					✓	✓	✓	✓	✓
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SUMMARY AND IMPLICATIONS

In this chapter, the critical tasks of workers in 10 selected jobs in wholesaling businesses,the competencies needed to perform the tasks and a cross-tabulation of competencies required by workers in the 10 jobs were presented.

Data concerning the critical tasks were obtained through structured interviews with the employee in the job being studied and with the supervisor of this employee. Interviews were conducted in drug, hardware and food wholesaling businesses in Richmond, Roanoke, Norfolk and Wytheville, Virginia. A Wholesaling Advisory Committee assisted in identifying entry, career and specialist jobs.

Competencies needed to perform the identified tasks were evaluated by a distributive specialist. The competencies were clustered around the following areas: advertising, communications, display, human relations, mathematics, merchandising, operations and management, product and/or service technology and selling. In each area, the competencies were listed as knowledges and understandings, skills and attitudes.

The cross-tabulation of competencies shows common cores of competencies in each of the areas.

Although the primary purpose of this step of the research project was to provide a basis for decisions concerning the technical component of the distributive teacher education curriculum, the data should be useful to curriculum workers concerned with high school, post-secondary and adult curriculums. Recommendations for further research pertaining to this part of the study is included in Chapter VI, Volume I.

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Mr. Walter Judd, Training Director, Sears, Roebuck and Company
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Mr. J. C. Lynd, Personnel Director, Winn-Dixie Stores
Mr. C. K. Scarborough, Personnel Assistant, Colonial Stores

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Mr. Leonard Starr, General Manager, Richmond Food Stores

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Mr. Joel Krisch, President, American Motor Inns, Inc.
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Mr. John Shires, Manager, Ponce de Leon

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